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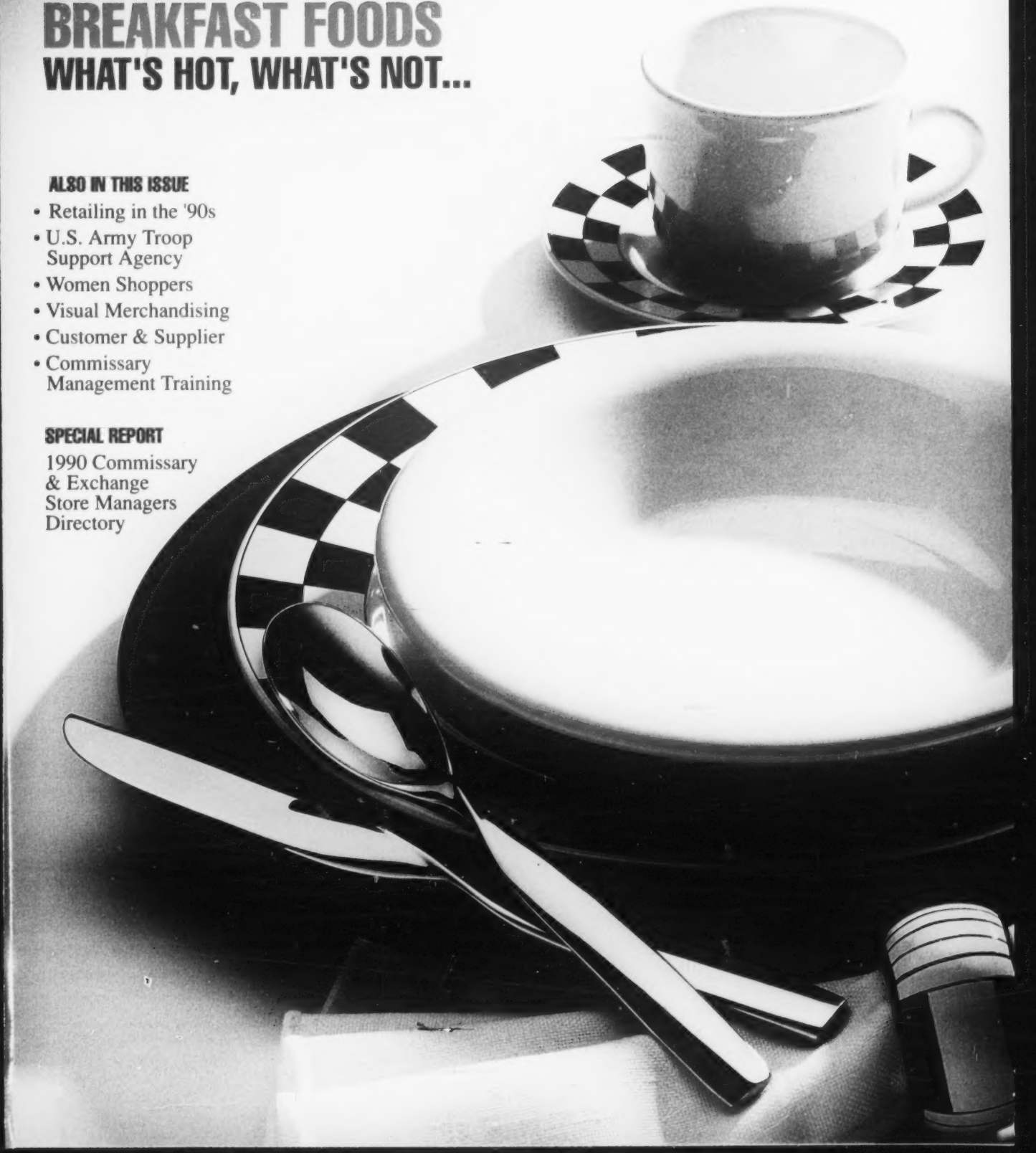
Interservice

THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

WINTER 1990

BREAKFAST FOODS
WHAT'S HOT, WHAT'S NOT...



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- Retailing in the '90s
- U.S. Army Troop Support Agency
- Women Shoppers
- Visual Merchandising
- Customer & Supplier
- Commissary Management Training

SPECIAL REPORT

1990 Commissary & Exchange Store Managers Directory

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Interservice

THE QUARTERLY JOURNAL FOR THE INTERNATIONAL AND MILITARY/ GOVERNMENT MARKETING PROFESSION

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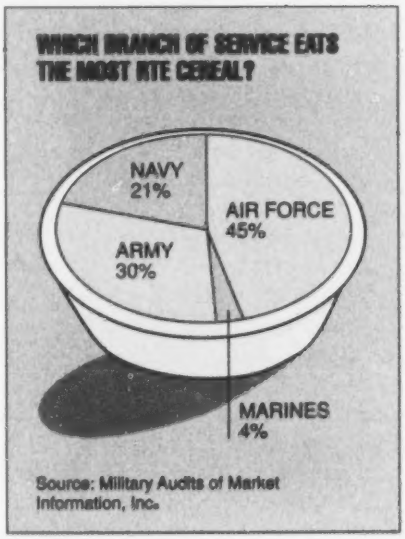
BREAKFAST FOODS: WHAT'S HOT, WHAT'S NOT...

BY FRANCES E. KUECKER

For a good many of us, eating is more than just the act of supplying fuel to our bodies. Eating is recreational; it almost has been elevated to a form of high art, as is perhaps illustrated by the number of television programs dedicated to culinary matters. We demand variety, flavor, convenience, and increasingly, sound nutritional content from the foods we eat. And this includes breakfast, which is regaining ground as an important meal, as evidenced by the overwhelming proliferation of breakfast food options.


WHICH BRANCH OF SERVICE EATS THE MOST RTE CEREAL?
NAVY 21%
AIR FORCE 45%
ARMY 30%
MARINES 4%
Source: Military Audits of Market Information, Inc.

Frances E. Kuecker is a Washington, DC-based freelance writer who contributes periodically to trade publications.

EGGS & BACON

At the turn of the century, breakfast, and eating in general, was another matter. No one had yet conceived of prepared, prepackaged cereals. Meals were prepared from scratch and nutritional content was little understood. The American tradition of eating pork for breakfast, dating back to colonial times, still held sway because pigs required less care than cattle and could forage for themselves. Eggs probably became popular specifically at breakfast because they were freshest when just gathered from the previous night's roosting.

CORNFLAKES: WHERE IT ALL BEGAN

The long reign of bacon and eggs for breakfast encountered a challenger around 1900, a physician and Seventh Day Adventist named John Harvey Kellogg. Kellogg was medical superintendent of the Battle Creek Sanitarium, a Michigan clinic that had been founded by his sect in 1860. Kellogg invented a meatless, low-dairy diet for his patients, called the "Battle Creek Idea." The regimen included dried and flaked cereals and granola.

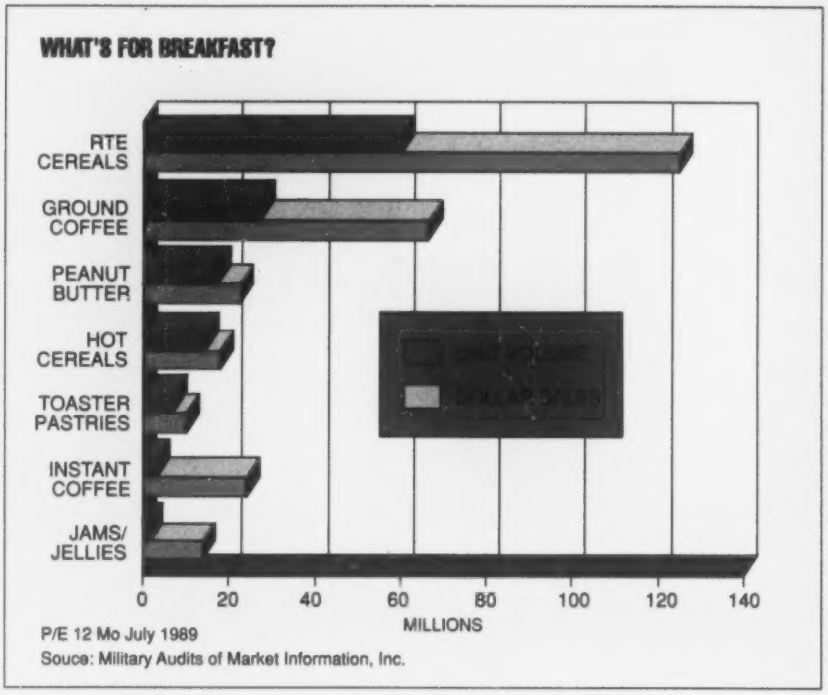
Kellogg's brother, Will, saw the market potential of the cereal and founded what is now the largest cereal company in the world. A salesman and former patient of Kellogg's, Charles William Post, also saw the potential in cereals and soon created such products as Postum, Grape-Nuts and Post Toasties.

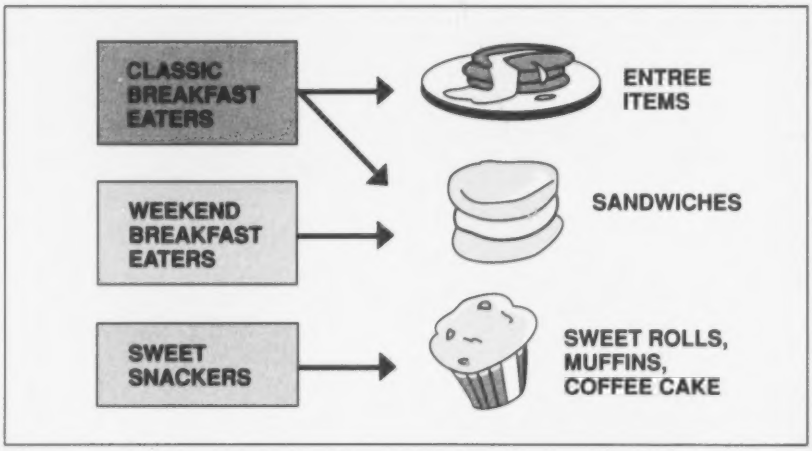
WE'VE COME A LONG WAY

Eighty percent of U.S. households eat breakfast at home on a regular basis, although we're not just consuming bacon, eggs and cereal for breakfast anymore. Sales in the $552 million frozen breakfast market segment are increasing 25 percent per year, with, according to Nielsen Marketing Research Group, waffles being the largest segment and sandwiches/entrees trailing close behind. The frozen breakfast category leads all other frozen product groups in dollar sales growth.

Sandwiches/entrees are the fastest growing segment, with a volume growth of +33.0 percent. The breakfast/sweet goods category is down –18.0 percent, mainly due to declines in toaster pastries (down –46.0 percent) and croissants (down –25.0 percent). Coffee cakes are showing strong growth with volume up +37.0 percent. Sweet rolls are also on the rise with a volume growth of +5.2 percent. These frozen breakfast food trends are still outstripped by breakfast sales at fast food outlets, with McDonald's alone selling $2 billion in breakfast items in 1988.

According to Nielsen, competitive growth between frozen breakfast brands continues to be strong; all brands except Downeyflake, made by Pet, Inc., and Aunt Jemima posted volume increases in 1989 versus 1988. Eggo's growth of 17.6 percent was fueled by strong performance across the line, in particular Nutri Grain Waffles, and also due to the introduction of Common Sense Oat Bran Waffles. The 25.3 percent growth of Swanson's





CHARTS BY CINDY JOHNS

FROZEN WAFFLE, SANDWICH, AND ENTREE COMPETITORS
Total U.S.

	52-Week MM Cases	% Change vs. YA
Eggo	10.4	+ 17.6%
Swanson's Great Starts	7.0	+ 25.3%
Aunt Jemima	7.5	– 4.6%
Downeyflake	4.5	0.0%
Fleischmann's Egg Beaters	2.7	+ 40.9%
Jimmy Dean	2.4	+ 8.2%
Morningstar Farms*	2.5	+187.8%

* Low cholesterol scrambler product and entrees
Source: Nielsen, p/e 5/20/89

FROZEN BREAKFAST CATEGORY
Total U.S.

Segments	52-Week MM Cases	% Change vs. YA
Waffles	21.0	+ 6.6%
Sandwiches/Entrees	18.6	+33.0%
Sweet Goods	6.2	–18.0%
Pancakes	4.0	+ 1.1%
French Toast	2.5	+11.0%
Total	**52.3**	**+10.3%**

Source: Nielsen, p/e 5/20/89

Great Starts can be attributed to their new items—two belgian waffle entrees (with sausage or strawberry topping), two sandwiches, and two "budget breakfast" 99 cent entrees, as well as its four-pack Country Sausage and Biscuits.

Aunt Jemima's 1989 volume is down –4.6 percent versus that in 1988 due to declines across subcategories (french toast, –1.0 percent; pancakes, –2.5 percent; waffles, –6.8 percent). Volume declines have been offset by the volume growth of new items including a whole grain waffle and microwaveable pancake variety.

In total, Downeyflake volume is flat. However, their waffle products, which account for 88.0 percent of volume, are up +1.9 percent. Downeyflake waffle growth is fueled by three new items: Multi-Grain Waffle, Kid's Small Waffle, and Blueberry Waffle. This growth is offset by declines in french toast, pancakes, and breakfast entrees.

Jimmy Dean volume is up +8.2 percent versus a year ago. Top sellers include Sausage and Biscuits, and Chicken and Biscuits Sandwiches. Fleishmann's and Morningstar Farms continue with strong growth, capitalizing on the low cholesterol trend.

A PLETHORA OF POSSIBILITIES

When the commissary patron walks into the store, more than just frozen waffles will present themselves as breakfast options. Sunkist, for example, offers 12-ounce cans of frozen concentrated orange, apple, grape, and grapefruit juice, and lemonade. Odom's Tennessee Pride Sausage has breakfast pork sausage in links and patties, sausage gravy, rolls (hot and mild), and sausage and biscuit items. Ann Wainwright Davin, manager, public relations, Pepperidge Farm, Inc., sums up the news on breakfast trends when she states: "Breakfast is back —once again surging in popularity, but changing in the process. It's no longer a leisurely meal, but rather one that can be held in one hand, while the other holds a cup of coffee or the car steering wheel, and can be eaten on the run. The criteria for the perfect contemporary breakfast are very specific. It must be easy to prepare, convenient and portable—all of these, of course, without sacrificing taste, appearance and quality. And the breakfast should also appeal to the entire family, preschoolers and grandparents alike!"

To meet these requirements, Davin says, Pepperidge Farm has introduced Croissant Toaster Tarts. States Davin: "Croissant Toaster Tarts are made with a light, flaky croissant dough wrapped around real fruit or cheese fillings. They are available in the fresh bakery section in three varieties: apple cinnamon, strawberry, and cheese." The Toaster Tarts can be prepared in the toaster or microwave in two or fewer minutes. Other Pepperidge Farm breakfast products include cinnamon raisin bread and cinnamon bread; toasting white bread; and plain, cinnamon, raisin, and cinnamon apple English muffins.

Kellogg Company continues to be the leading marketer of ready-to-eat cereal, producing over 40 varieties. It also produces other convenience-oriented breakfast products such as Poptarts and Eggo frozen waffles. Kellogg Company competitor, Nabisco, markets several brands and types of breakfast foods, also. Its ready-to-eat cereals include: Shredded Wheat (big biscuit, spoon size, oat bran, frosted squares, bran); three flavors of ITS hot-selling Breakfast Bears; five flavors of fruit wheats; 100% Bran; 100% Bran with Oat Bran; and Team Flakes. Hot cereals include Cream of Wheat; Oat Bran Wholesome & Hearty (instant and regular); and Mix 'N Eat (five flavors). Nabisco also markets Fleishmann's Egg Beaters products (99 percent real eggs and a new flavor vegetable omelette), and zero cholesterol Fleishmann's corn oil, Blue Bonnet margarine, and Mexican Style Ortega Sauces, used extensively for breakfast tacos in the southwest.

H. J. Heinz Co. is rolling out a whole new line of Weight Watchers Frozen Microwave Breakfasts (WWFMB), says George Denman, sales and marketing manager. The new 13-item line, introduced in September 1989, and being test-marketed in San Francisco, Los Angeles, Denver, Dallas, Houston, and San Antonio, includes pancakes, french toast, breakfast entrees, and sweet goods. Denman says the introductory line was developed based on consumer research that indicated the importance of variety to meet consumer needs. Consumer testing identified three key breakfast consumer preference segments representing opportunities for WWFMB, states Denman:

1. *Classic Breakfast eaters:* these individuals eat a variety of basic, traditional breakfast products.

2. *Weekend breakfast eaters:* these people require quick and convenient breakfast, preferably hand-held, portable items.

3. *Sweet snackers:* these consumers want breakfast-type sweet goods.

Denman adds that a line optimization study recently measured the appeal of the new WWFMB line in terms of depth (consumer interest in buying multiple items) and results showed that 98 percent of respondents were interested in buying at least one item and 85 percent were interested in purchasing at least four of the thirteen items. Historically, Weight Watchers' entry into new market categories has seen significant success, with Weight Watchers now maintaining the number one position in the diet dinner and entree category (39.9 percent, 52-week share, total military sales) and the number two share in the dessert category (24.2 percent, 52-week share of total military sales).

Get the picture? With all of these and hundreds more breakfast products, how do the commissaries decide what to stock, when to stock it, and where to put it? Ronald C. Smith, Captain, USAF, and deputy chief, Merchandising & Marketing Division, says, "Most of the new breakfast food products stocked by our commissaries are microwaveable, with low cholesterol and oat bran. Generally, the products are muffins served as an individual entree. We are also stocking high fiber cereals with oat bran.

Consumer Segment	Commitment to Bkfst	Frequency of Frzn Bkfst Use	Predisposition To: Frzn Food	Low-Cal
Classic Bkfst	Strong	High	Positive	Positive
Sweet Snackers	Moderate	High Usage	Positive	N/A
Weekend Bkfst	Interested in Convenience	Weekends	Positive	Positive

"We receive product presentations from vendor representatives on a daily basis. They keep us up-to-date on the latest products and trends. Based on these market trends and patron demand, we determine which new products to stock."

Jorge R. Madrigal, commissary management specialist, Directorate of Commissary Operations, U.S. Army Troop Support Agency states,"New breakfast food products stocked in Army commissaries include a wide variety of microwaveable products, such as frozen waffles, french toast, pancakes, frozen breakfasts, and sandwiches. The frozen breakfast sandwich segment, representing five to ten percent of industry sales for the breakfast category, has been a top performer in terms of growth, with an estimated increase of 20 percent in Army commissary sales in 1988.

"Increased demand for hot breakfast cereals, due largely to successful introductions of new products and to 'branomania', accounted for 29 new items and a 16 percent increase in Army commissary dollar sales for fiscal year 1989. Oat bran hot cereals now capture 10 percent of the category and represent an increase of 400 percent compared to one year ago. Ready-to-eat cereals produced 28 new items; 18 of these items, or 65 percent, positioned themselves as healthful products. Although manufacturers regularly present new items at this headquarters, the decision to stock a new item is usually made at the regional and commissary levels.

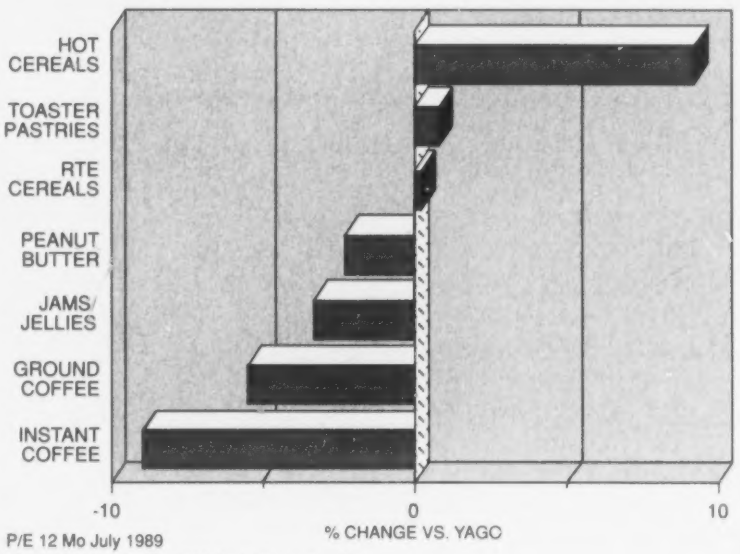
"Commissary regional merchandise review committees comprised of commissary officers and members of regional staff convene at least quarterly at each region for this purpose. New items are added to the regional authorized stockage list [ASL] based on customer demand, test market results, and other appropriate data that indicate a positive sales potential. Commissaries select items for stockage from the respective regional ASL."

Maureen Murray, public affairs specialist with the Navy Resale and Services Support Office (NAVRESSO) adds that Navy commissaries, too, are now stocking oat bran ready-to-eat cereals and an expanded line of hot oatmeal-type cereals. Navy commissaries determine what to stock and when to stock it based on manufacturers' introductory advertising, customer demand, and whether the product fills a need.

BREAKFAST IS BIG

When asked what percentage of their business was done with commissaries, manufacturers observed that the trend was toward increased sales. Heinz, for

TRENDS IN BREAKFAST FOODS



P/E 12 Mo July 1989
Souce: Military Audits of Market Information, Inc.

"OAT BRANOMANIA"

The driving force behind hot cereal's substantial growth (units +9% and dollars +17%) is "wonder-food" oat bran. Oat brans have grown more than 400% this year. Last year only two oat brans were available and combined accounted for 1.5% of the market. Today there are 4 players in the oat bran market.

- The oat bran action is happening on the upper cereal shelves, those at the adult's eye level.
- Latest cereal pitches focus on the supposed cholesterol lowering capabilities of oats and oat bran, the finely ground fiber-rich outer coating of oats after they're hulled.
- Sales of hot cereal, long a minor and sleepy part of the business, soared in 1988 thanks largely to the sudden demand for oat bran.

From *Consumer Reports* October 1989

example, has been doing business with the military for over ten years; for six consecutive years, the percent of business transacted has increased. Karen MacLeod, senior product communications specialist for Kellogg, states that the company has marketed breakfast cereal products to the military since the early 1900s and adds that "currently, our entire ready-to-eat cereal product line is available to commissaries, and our military sales/commissary volume is increasing."

Joe Taylor, director of sales to the military for Odom's Tennessee Pride Sausage, a family-owned business, says his company has been in business for more than 40 years and has been marketing to commissaries for over five years. This percent of the business is increasing so dramatically, he says, that a separate sales force has been established to deal with the volume.

Ten percent of Sunkist's production is to commissaries; it has been marketing to the military for 20 years. Says Cindy Henry, sales representative, "Our commissary business has grown steadily in volume and importance to Sunkist Growers."

COMMISSARY PATRONS

What sets commissary patrons apart from civilian consumers, if anything? What products are they asking for? Most manufacturers and military personnel who were questioned feel that the commissary patron can be distinguished from the civilian consumer. B. H. Benson, vice president of military sales for Nabisco, observed, for example, the following characteristics:

1. Consumption of breakfast foods in the military is mixed. Military spouses from the Orient and Europe have different traditions.

2. Retirees, conversely, are heavy users of health-oriented cereals and similar items, such as Egg Beaters and Fleishmann's corn oil margarine.

3. In the military, 73 percent of wives work, so there is less time for traditional breakfast foods.

Joe Taylor, Odom's Tennessee Pride, adds the following differences between the civilian and military sectors: "A coupon in the commissary redeems twice as much. Shoppers buy more at one time; today's commissary patron represents what all shoppers were ten years ago—people with families who do a major part of their buying all at one time and in one place.

"Unlike the civilian sector, there are fewer single individuals running into the store to buy one or two items."

The commissary patron is different, states George Denman, Heinz. The military customer is distinguished by the following:

1. 84 percent are 18 to 34 years old (in the civilian sector, 35 to 40 percent are ages 18 to 34).

2. 94 percent have at least a high school education (compared to 55 to 70 percent for civilians).

3. 85 percent in the 18 to 34 age category are married (in the 18 to 34 civilian age group 45 percent are married).

4. Military pay is higher, averaging $38,500, with an average family income of $47,400.

5. 60 percent are male, mobile, and health-oriented (the latter being a military requirement).

All of these unique demographics obviously set commissary patrons apart from their civilian counterparts and should color buying preferences. Karen MacLeod, Kellogg, agrees: "We find the commissary customer is typically younger and more coupon oriented than the population as a whole. Generally, the commissary patron shops less frequently and purchases a greater volume of groceries at any one time. Their shopping schedule is also more consistent than that of civilian consumers."

So, what are commissary patrons asking for? NAVRESSO says its consumers want products that are microwaveable, low cholesterol, in single-serve portions, and shelf stable. NAVRESSO says it has not detected a trend toward lower calorie, lighter breakfast foods, and that military and private sector consumer trends are similar.

Army representatives state that "commissary customers know breakfast is an important meal. Two of their main considerations are health and convenience. Except for hot cereals showing greater demand in the civilian sector, trends in commissary sales largely mirror those of the civilian sector. Shoppers seem to be shifting to higher-priced, health-type products. The Troop Support Agency employs a 'Fit to Win' program to identify those products that have positioned themselves as healthful products."

Air Force commissary patrons are also looking for healthful breakfast

CATEGORY DEVELOPMENT INDEX

Category development indices are used to identify regions which are selling significantly more or less of a particular category compared to the % of sales you would expect a specific region to contribute—(CDI of 100 equals average).

EXAMPLE:

North Central AFCOMS Total Store Sales	$223,743,244	=	12.07%
Total AFCOMS All Store Sales	$1,854,438,685		
North Central AFCOMS Inst Coffee Sales	$1,142,000	=	10.26%
Total AFCOMS Inst Coffee Sales	$11,134,000		
% North Central Inst Coffee Sales	10.26%	=	85
% North Central Total Sales	12.07%		
	CATEGORY DVLP. INDEX (100 = AVERAGE)		

LOST OPPORTUNITY—If North Central AFCOMS sold 12.07% of all instant coffee they would expect to generate sales of $1,343,873 or incremental sales of $201,873.

AFCOMS	CA	NoE	Sou	NoC	NoW	SoW	SoC
RTE Cereal	97	99	94	110	112	105	95
Peanut Butter	93	103	97	113	111	95	96
Hot Cereals	102	100	98	98	107	105	94
Jams/Jellies	98	106	95	98	96	107	102
Toaster Pastries	89	119	102	128	95	83	84
Frz Break Foods	115	104	93	94	77	108	100
Frz Waffles	100	110	103	92	83	107	93
Grd Coffee	89	96	105	96	92	109	106
Instant Coffee	103	119	100	85*	98	103	88

ARMY	West	MidWest	NoEast	SoEast
RTE Cereal	108	96	100	101
Peanut Butter	101	98	99	102
Hot Cereals	102	96	96	106
Jams/Jellies				
Toaster Pastries	101	101	86	110
Frz Break Foods	89	101	117	90
Frz Waffles	97	98	111	95
Grd Coffee	98	102	102	97
Instant Coffee	111	86	120	93

NAVY	SD	Jack	Norf	Oak	Aub	Davis	Mech	Pens
RTE Cereal	98	98	100	102	104	95	98	107
Peanut Butter	93	103	101	89	116	109	96	108
Hot Cereals	97	86	100	102	100	102	104	120
Jams/Jellies	97	97	103	101	98	105	104	101
Toaster Pastries	86	109	134	77	79	102	91	117
Frz Break Foods	74	124	94	102	78	84	129	145
Frz Waffles	86	113	108	105	94	107	86	105
Grd Coffee	85	102	97	96	103	115	109	122
Instant Coffee	104	90	80	135	109	95	103	87

*The above example is based upon this figure.
Source: Military Audit of Market Information, Inc.

food alternatives/choices, say representatives. "The trend now is low cholesterol/cholesterol-reducing foods. Combine that with the increase in microwave use and you have a fast-growing food segment that today's customer is demanding.

"We are also detecting a trend toward lower calorie products. The frequency and dollar amount per visit may differ, but overall the trends are pretty much the same. We think, too, that customer trends in the military reflect more nutritional awareness than customer trends in the civilian sector."

FAST FOOD

As mentioned earlier, fast food chain breakfast sales far outstrip sales of breakfast foods in commissaries. Just how are manufacturers and the commissaries addressing this challenge? Kellogg's comments: "We see a variety of competition—from other ready-to-eat cereal manufacturers, the restaurant industry, and other breakfast products. Our products are targeted at those consumers who want a great-tasting, nutritious breakfast in a small amount of time." Heinz, with its new and unique Weight Watchers line, feels that it will take business away from the fast food outlets because of convenience; when the Weight Watchers line reaches the commissaries, consumers will have a convenient as well as calorie-controlled option.

Pepperidge Farm states: "We see breakfast as a growing meal occasion. The fast food breakfast food business complements our breakfast business while helping to grow the breakfast meal occasion." Odom's Tennessee Pride agrees: "McDonald's made breakfast popular again, which is benefiting breakfast food vendors. That's why there are now so many such vendors." The company adds: "Yes, breakfast food sales in the grocery stores have been down due to the availability of fast food, but sales are now increasing. The problem with fast foods is that they're no longer fast. It's faster to go to the grocery store."

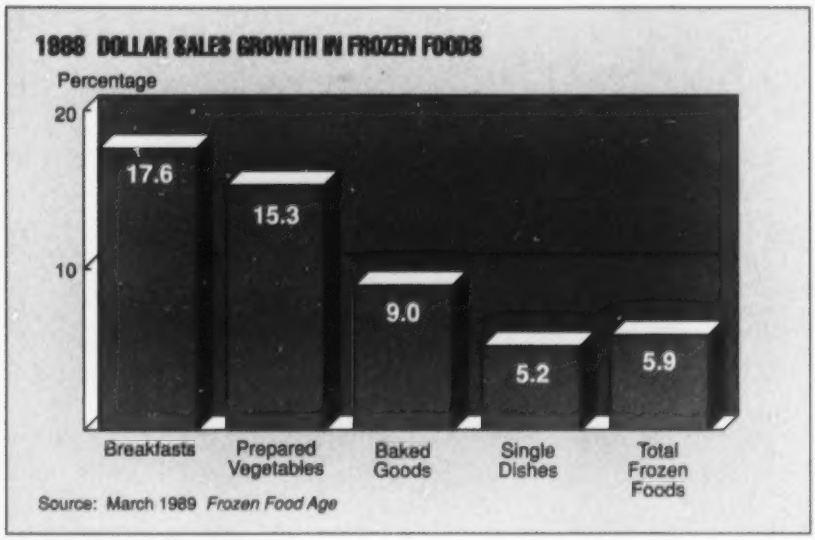
Air Force Commissary Service representatives say that they are not facing competition from fast food outlets, that "fast food outlet products are not too high on nutrition." Army spokesmen add: "One result of two-income families is more disposable income to either eat away from home or more toward convenience in meal preparation. The fast food industry has increased the awareness of breakfast items and has put tremendous sums of money into advertising. Manufacturers are competing for this market by increasing the varieties of convenient microwaveable products that can be served hot and perceived as nutritious."

TODAY'S BREAKFAST

With today's greater emphasis on healthful eating, just what does the consumer want and what are manufacturers and commissaries doing to meet the demand? Says Kellogg: "Although consumer interest in nutrition and health is currently increasing, it is not a new trend at Kellogg Company. The company was founded on the premise that grain-based foods play an important role in good health. Kellogg continues to produce a variety of ready-to-eat cereals that are low in fat, contain no cholesterol, and are high in fiber.

"One promotion that addresses this increased health consciousness will be running in commissaries during March 1990, National Nutrition Month. We are offering special allowances in addition to an in-store coupon offer—buy any three Kellogg cereals, receive a free box of Common Sense Oat Bran or Heartwise cereal.

"Convenience is another trend driving the ready-to-eat cereal category. With the tremendous number of women returning to the workforce, a quick, great-tasting breakfast is a pri-



WEIGHT WATCHERS' FROZEN MICROWAVE BREAKFASTS

To enhance merchandisability, the 13-item line contains only two price points—$1.49 and $1.89.

$1.49

- Coffee Cakes With Cinnamon Streusel
- Cheese Sweet Rolls
- Strawberry Sweet Rolls
- Blueberry Muffins
- Banana Nut Muffins
- Egg, Canadian-Style Bacon, Cheese Muffin
- Sausage Biscuit
- French Toast With Cinnamon
- Buttermilk Pancakes

$1.89

- Pancakes With Breakfast Links
- Pancakes With Strawberry Topping
- Pancakes With Blueberry Topping
- French Toast With Breakfast Links

ority. Ready-to-eat cereals are uniquely positioned to meet these consumer needs."

Pepperidge Farm has responded to the consumer trend toward health consciousness by eliminating tropical oils from its products. None of its new products contain tropical oils; all of its existing products should be free of tropical oils by 1990. In terms of whether low calorie foods will replace more traditional foods, Pepperidge Farm feels "there is a place in the market for both. We have coined the term 'dietary dichotomy' for the way we feel our consumers eat—coupling a nutritious, low-calorie fillet of sole dinner with a hot fudge brownie, for example. Indulgence will never go out of style; people just seem to try to control their indulgences these days."

"Consumers are beginning to read packaging of food products very carefully," says Cindy Henry of Sunkist. "Because of this trend, all juice manufacturers are including as much information as possible to reassure the commissary shopper that the juices we offer are 100 percent natural."

"We will continue to stock 'natural' and low/no-cholesterol and oat bran products based on customer demand," says NAVRESSO, "and will try new products at select locations when manufacturers test market these products in our operating areas."

TSA is currently testing the new Weight Watchers breakfast line in California commissaries (Sierra Army Depot, Forts Irwin and Ord, Presidio of San Francisco and Oakland Army Base) of the Western Commissary Region. As a matter of policy, commissary regions add all regional test market items to their Authorized Stockage List and review their performance at the end of 180 days. The Air Force presently carries a good variety of Weight Watchers products, which includes entrees, desserts, pizzas and a new line of TV dinners called Healthy Choice.

There is a Department of Defense regulation that prescribes the authorized product categories commissaries are allowed to stock, but the regulation does not limit the brand or item selection commissaries need to meet the demands of commissary patrons.

PAST & FUTURE TRENDS

Breakfast food sales in commissaries have increased over the last year :

1. hot cereal—up 16 percent
2. frozen waffles—up 16 percent
3. ready-to-eat cereals—up 12 percent
4. toaster pastries—up 12 percent

Army spokesmen fell that this upward trend will continue for the purchase of breakfast foods as greater varieties of convenience and health-associated items are offered. Army commissary shelf space allocation for hot cereals, for example, has been increased Agency-wide to accommodate the increased sales. Although sales for the ready-to-eat cereal category increased by 12 percent, the space allocation did not change since sales increases were largely due to a shift in consumer preference to more expensive and "healthful" cereals. Freezer case allocations at local levels are continuously adjusted to accommodate the increasing demand for the breakfast category and the flood of new products.

Ready-to-eat, presweetened cereals, says the Army, have been losing ground to the more health-related cereals as the traditional families with children have become more health conscious. New products are being marketed to target this sector. The traditional baking/cooking categories have also given way to the more convenient microwaveable products.

In terms of regional trends, research by Military Audits of Market Information, Inc. (MAMI) indicates that consumers in the western commissary

region eat more ready-to-eat cereals while shoppers in the northeast commissary region prefer frozen foods, and southeastern commissary region customers consume more than their share of hot cereals. Say Army spokesmen, "Regional and local preference items are considered when establishing or adjusting the product mix at each commissary."

Karen MacLeod, Kellogg, adds the following comments about breakfast food trends: "A number of factors will influence changes in consumer preferences for breakfast foods. Awareness and concern about the importance of a healthy diet have already positively impacted ready-to-eat cereal sales and we predict this trend will continue.

"Convenience will remain a very important influencing factor in breakfast food selections, especially with the continued influx of women to the workforce and the growing purchasing power of 'single consumers'.

"Finally, the 'Aging of America' is expected to have a great influence. By the year 2000, according to a 1986 US Census Bureau projection, the population will have grown by 12 percent, with a 14 percent decrease in the 18 to 35 age group. Such demographic shifts will undoubtedly affect the demand for breakfast products appealing to the 35+ age group (for instance, low sodium, high calcium products)."

Consumer preferences and demographics may indeed change over the next few years; perhaps food products will be touched by genetic engineering; and perhaps General Motor's testing of a microwave for the car will make this a staple item for every household. One fact though, will remain, in terms of the military consumer, says Cindy Henry of Sunkist: "The commissary patron will always be set apart in our mind by the fact that we are serving those who make the greatest sacrifice in service to their country and they therefore deserve the best we have to offer." ■

ILLUSTRATIONS BY BECKY EASON

THE CHANGING ROLE OF TSA

BY JILL WECHSLER

Feeding his Army is a prime concern for any general, and it certainly was a vital challenge in America's first hundred years. General George Washington's first commissary general, Joseph Trumbull of Connecticut, bears some of the responsibility for the Continental Army's starving winter of 1777– 1778 at Valley Forge where there often was no meat and the men survived on "fire cakes." The next winter at Morristown, though less well-known, was even worse. Fortunately, supplies improved for the final conflict at Yorktown, and, over the years, for the entire U.S. Army.

For most of its history, the job of both feeding the troops and operating the post store was managed jointly by the commissary officer. Not until a staff reorganization in 1975, was commissary store management transferred to the Army's new Troop Support Agency at Fort Lee, VA. For the first time, the post commissary officer was to report to a TSA regional officer, laying the foundation for centralized management of all Army commissaries around the world. While remaining responsive to the local post environment, this shift toward a centrally controlled operation has greatly altered commissary operations over the past 15 years and is the basis for additional changes in the near future. The modern-day supermarket has firmly replaced the old trading post of early days.

The forerunner of the commissary store was probably the "sutlers" who followed the Army to sell to the troops goods that the Army didn't provide. Well-known during the Napoleonic campaigns, sutlers first appeared in America during the French & Indian Wars and were common travelers with Washington's Continental Army, reports Michael Hucles, assistant professor of history at Virginia's Hampton University, who is now completing a history of Army commissaries titled *From Haversack to Checkout Counter: A Brief History of the Army Commissary System*. Private contractors operated independently to supply food and equipment for the Army until a War Department reorganization in 1817 created a new Subsistence Department headed by a commissary general who would supervise the purchase and distribution of food supplies.

The system worked fairly well as the U.S. Army began western campaigns against Indians and moved into Mexico in the 1840s, with sutlers traveling along. Supplies of food and equipment were plentiful for Union troops during the Civil War due to an impressive supply system organized by Secretary of War Stanton, although there were numerous cases of contract fraud and charges of plundering public funds. During Reconstruction, a scandal erupted over government officials "selling" sutlerships for private gain. Growing unhappiness within the Army over sutlers and post traders "preying on the men" led to a replacement of these hangers-on with an official commissary store within the Army frontier post to provide additional food and necessities for the troops. Traders selling other extraneous goods were forced off the post, eventually evolving into the exchange store system.

Jill Wechsler is a Washington, DC-based writer who has articles published in a wide number of consumer and business publications.

While there is room for local preferences to influence store management, centralization has created more uniformity throughout the system.

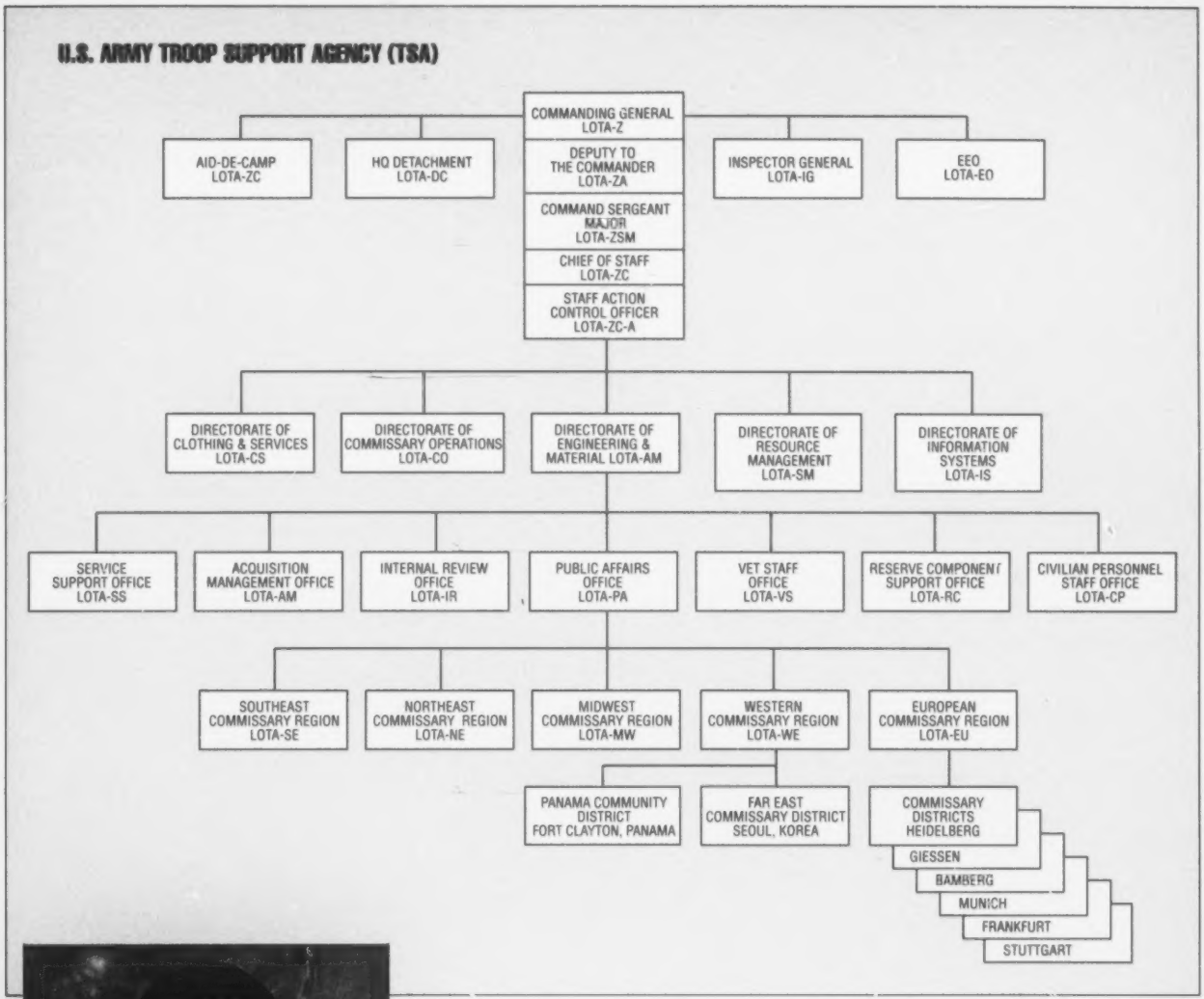
Run by a commissary officer who reported to the post commander, the commissary was very much a local operation. The goods came from post supplies and were sold at cost, with selection determined by post officers.

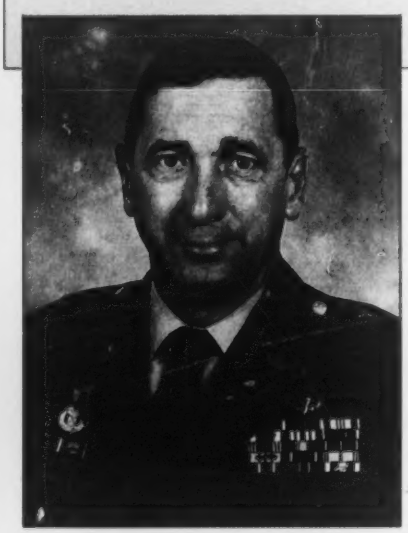
The last major scandal over Army food occurred during the Spanish-American War when the troops marching on Santiago were forced for days to eat cold canned boiled beef—referred to as "embalmed beef"—due to glitches in food supply. American participation in World Wars I and II, however, provided opportunities for the nation to demonstrate its outstanding ability to move huge quantities of men and supplies vast distances with enormous success. By the late 1950s and 1960s, the Pentagon was involved with reorganization to consolidate many Army functions including supply and logistics. In 1957 the Army Subsistence Center was established in Chicago with responsibility for worldwide troop food service and retail operations. Additional organizational changes followed, and in 1971, staff responsibility for food service and commissary functions was detailed to the Army's Deputy Chief of Staff for Logistics and moved to Fort Lee. This unit was renamed the Troop Support Agency in 1972 and given added responsibilities.

The most significant change came in 1975 when TSA was designated to have central management of Army commissaries, which involved the establishment of a regional network. The Southeast Commissary Region, headquartered also at Fort Lee, became operational in 1976, followed by regions for the Northeast, Midwest, West (including Far West) and Europe. This latter region proved to be so large that it was divided into six districts. In addition to managing resale commissaries, TSA also was charged with worldwide operation of the Army Food Service Program, which included food service, subsistence supply, food preparation and storage plus uniform issue, clothing sales stores, laundry and dry cleaning services, field bakeries and other services. Just recently, responsibility for training food service personnel has been transferred to the Quartermaster's school at Fort Lee, but TSA remains in charge of purchasing supplies for and construction of dining facilities.

Centralization has enabled TSA to move towards uniform standards for commissaries, automation of commissary operations and development of a promotion-oriented attitude that will better serve the troops. BG Charles E. St. Arnaud became commander of TSA this past September and is moving quickly to further accelerate these trends. With 176 commissaries in CONUS and overseas, 10,000 employees from headquarters staff to store clerks, and a commissary sales

CHARTS BY CINDY JOHNS





BG Charles E. St. Arnaud, USA, Commanding General, U.S. Army Troop Support Agency

volume near $2 billion a year, TSA is a big operation today. Headquarters sets overall policy, recently enhancing that function by the development of a "core list" of more than 2,000 semi-perishable items that every commissary must stock. This is now being augmented by a core list for perishables that will include about 350 frozen, dairy and other items. TSA approves and manages all major construction and renovation projects, trains commissary management staff and oversees development of new information and automation systems.

The five TSA regions carry out most of these functions. Regions manage personnel resources, providing someone to replace an absent store manager if needed. They also send assistance teams to visit stores and help solve any problems, allocate available funds as needed, provide basic supplies such as shopping carts and bags and interface with TSA headquarters on construction and renovation projects. While about one-third of a store's goods now will come from the TSA core list, another one-third is determined by the regional office, which has authority to select items of regional interest for its stores to carry. For instance, this might include Miller's products in the West or Nellie's canned goods. "The snack food category—potato chips, cookies—are heavily dominated by the region," comments Charles M. Wiker, director of the Northeast Region. Pasta and pickles are other items with a strong regional preference, adds Cecil E. Saunders, Southeast Region direc-

U.S. ARMY COMMISSARY STATISTICS

NUMBER OF COMMISSARIES

The U.S. Army Troop Support Agency currently has 177 commissaries in operation. Seventy-six of these are domestic, and 101 are in foreign locations.

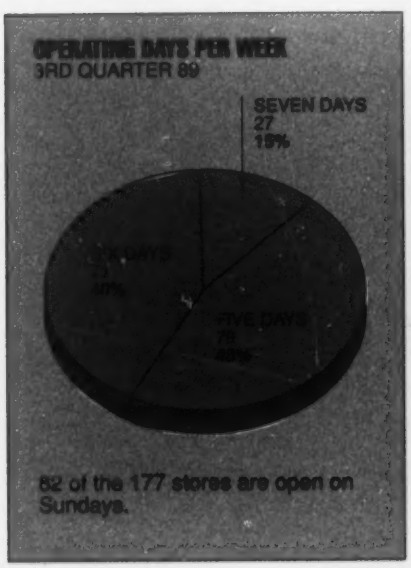
DAYS OF OPERATION

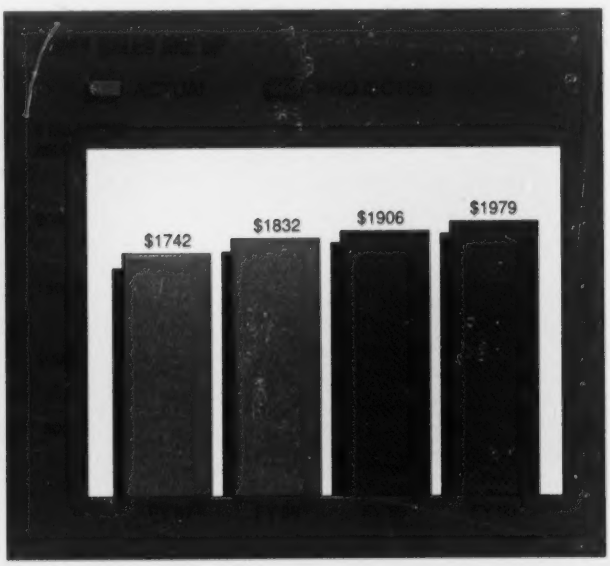
Fifty-five percent of Army commissaries are now open for business 6 or 7 days a week. Twenty-seven stores (15 percent) are operating 7 days per week, 71 stores (40 percent) operate under a 6-day schedule, and 79 commissaries (45 percent) are open for business 5 days a week. Eighty-two of the 177 commissaries are open on Sunday.

SALES

Sales have increased consistently over the past three years. During the first three quarters of FY 89, sales were up 3.0 percent over the previous year. Sales have increased generally at the rate of inflation. Real growth was higher than the civilian supermarket industry in both FY 87 and FY 88. Sales projection for FY 90 shows only a 3.8 percent increase over FY 89 due to strengthening of the dollar overseas and a resultant decline in sales.

SALES	PROJECTED	INCREASE	REAL GROWTH
FY87 $1,742,110		+6.1%	3.1
FY88 $1,831,819		+5.1%	3.4
FY89	$1,905,900	+4.0%	.0
FY90	$1,978,900	+3.8%	.0





Much of TSA's merchandising efforts arise from a growing sense that changing demographics of base personnel requires a more customer-oriented attitude.

tor. Even with the development of core lists, vendors deal primarily with regional offices to gain entree to stores.

The final one-third of commissary goods sold is determined by the individual store manager who is expected to be sensitive to the needs and preferences of his customers. "We give our commissary officers the same degree of authority that we want from headquarters," Wiker observes. There is the opportunity to make special deals for local products, plus the ability to negotiate with the representative of a national brand representative who might have an excess supply of an item in that particular market. Individual stores will sign a "blanket purchase agreement" with local suppliers or wholesalers for frequently purchased goods approved by the region.

Most commissary products are purchased through "Blanket Delivery Orders" (BDO's), or supply bulletins, negotiated by the Defense Personnel Support Center (DPSC) for all kinds of goods for the commissaries of all the military services. These are open-ended orders that enable the local store to purchase goods from the appropriate distributor or manufacturer's rep without having to do its own price negotiations. The TSA regional office has a contracting section that keeps all current DPSC contracts on file, resulting in a minimum of work for the individual store.

While there is room for local preferences to influence store management, centralization has created more uniformity throughout the system. Prior to 1975, the Army Subsistence Center set down general rules, "but execution of rules was tailored to the whims and desires of the individual installation," comments Hugh M. Hodges, Jr., director of Commissary Operations at TSA. Hodges came to Fort Lee in 1975 just in time to help implement the new centralization policy. "It used to be very different to go from one commissary to another. Each store made up its own list, had its own philosophy. The main thing centralization did was to operate commissaries according to standards. This has led to a lot of improvements and efficiencies."

One change that probably would have been impossible without centralization is the automation of commissary operations, which is a top priority for St. Arnaud. About 90 percent of commissaries now have scanning systems in place which provide automated checkout and data on what products are sold and what is in stock. "Now we need to attach scanning to all other functions," says the TSA commander. With sales and stock information at hand, the system theoretically can be used to order and pay for goods through EDI [electronic data interchange] which replaces paper purchase orders, invoices and ultimately payments with computer-to-computer exchange.

"My number-one thrust is to make sure we move quickly, but with some caution, to the next level of automation," says St. Arnaud. The caution is justified, because implementing EDI is both complex and costly. In addition, as part of a government agency, TSA cannot adopt a new communications system that only major national suppliers can access, to the disadvantage of the many smaller companies that do business with the Army. TSA is about to set up an EDI test at Fort Lee and the Southeast Region to run through the process and identify all its bugs. "It offers opportunities to do more work faster, more accurately and with less paper," Hodges comments.

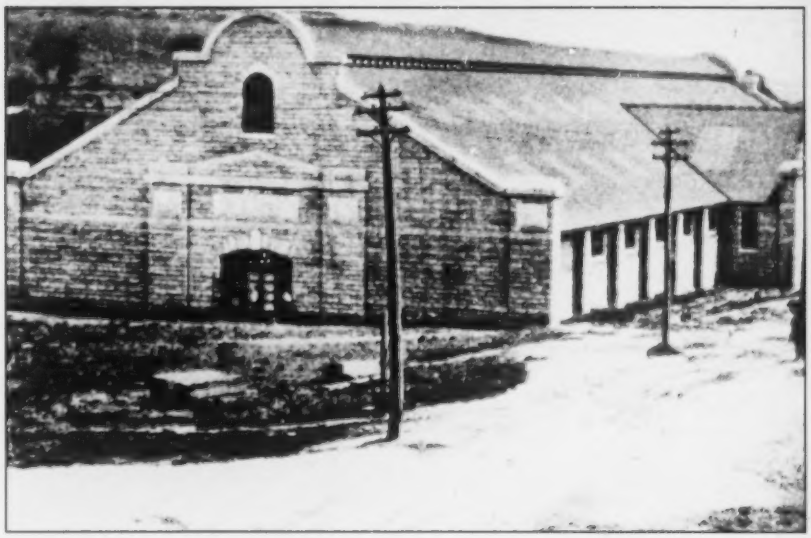
St. Arnaud also is encouraging an aggressive program to renovate or replace many of TSA's very old and obsolete stores. "The average age of our 176 stores is 32 years," he points out. He is now emphasizing replacement of those that are 50–60 years old, with assistance from new Contract Authority for FY 91 and FY 92 that will enable him to double construction programs. This past year TSA spent $49.3 million to complete six new commissaries. It now has 10 under construction around the world at a cost of $68.2 million, and is designing 13 more that will cost an estimated $95.5 million. The total TSA construction program through 1995 will amount to more than $220 million. This effort has been accelerated in part by the implementation of the "one-step" contracting method. Instead of waiting until the full amount needed to build a new store is available, TSA now can use projected income as the basis for launching a construction project. In most cases, construction of new stores is being emphasized over renovation because it's often more cost effective to build new, St. Arnaud observes.

Another change in Army commissary operations is the recently developed enthusiasm for product promotion. In the past, any kind of merchandising was frowned on because it

smacked of "favoritism" for one product over another, points out Hodges. "There was no merchandising to speak of." It wasn't until 1983–84 that TSA established a merchandising and marketing division, with each region subsequently adding merchandisers to its staffs. "Years ago the post commissary was a supply function. It was not interested in supplying what you wanted, but in filling up the shelves with what you ought to have," Hodges points out. "We've moved a long way from that. Now we're concerned with what products are purchased, how they're displayed and what merchandising techniques we can use to expose the customer to the best value."

As with any supermarket, promotion is the name of the game at commissaries as they strive to provide the best prices and special deals for their customers. "Profit is not the motive for us," Hodges adds; "it's customer satisfaction." Some promotions are mandated by headquarters when it has negotiated with a national manufacturer for a special price promotion for the entire commissary system. TSA tries to keep mandated promotions to a minimum, Hodges adds, because it wants the regions and local commissaries to have the flexibility to negotiate their own promotions, too.

In addition to providing low prices and specials, TSA aims to improve service for customers by extending store hours. To do this, St. Arnaud is promoting the "mini-mart" concept, where stores stay open longer with a reduced staff—no butcher or produce man—just a few cashiers. Four stores have begun with extended hours until 9 pm, with more slated to follow. The mini-mart idea works best at stores on bases with a high population, such as Fort Sill, OK, which has many students who work long hours. At another post with just a few families, "it would not justify the cost to provide this service, even though we would like to do it," Hodges comments.



Fort Riley, Kansas commissary ... when it was a riding stable. (U.S. Army Photo)

Fort Riley, Kansas commissary after conversion of riding stable into store. (U.S. Army Photo)

To extend hours, even with reduced staff, costs money, St. Arnaud points out. Because the commissary budget is fixed, he is seeking new ways to gain the funds needed for new services. One source, he has found, is the eight cents the commissary receives from each manufacturers' coupon redeemed by a customer. In 1988, commissaries earned $5.4 million from coupon redemptions. Last year the amount was almost $6 million. St. Arnaud projects $7–8 million for this year. "This is the only source of additional funds I have," he says. "We're encouraging patrons to use coupons."

Much of commissary merchandising efforts arise from a growing sense that changing demographics of base personnel requires a more customer-oriented attitude. "People in the Army are getting married younger. And we have many dual income families, so we're finding that shopping patterns are changing rather dramatically," St. Arnaud points out. At the same time, the number of military retirees "is growing by leaps and bounds every year." Both factors influence every-

thing from hours of operation to shopping carts, store lighting and the products the stores carry. "We're finding that people want more microwaveables. And we're seeing a preference for health foods—fish and poultry have just zoomed. Ethnic foods are very popular."

Extensive national market share research and commodity concentration index studies were involved in development of TSA's new Core Lists, and will continue to be used for planned monthly commodity reviews. This will include scrutiny of Military Audits (MAMI), Nielsen and SAMI reports. Although manufacturers and brokers were not asked to present data for developing the initial lists, they will be able to do so with future recommendations for deletions or additions of items. The final decisions on item selection will lie with TSA's Merchandising/Marketing Division and will be made after studying and analyzing all data presented for review.

In addition to these internally initiated changes, Army commissaries will be affected in the future by recommendations from outside parties. The Jones Commission, for example, is proposing consolidation of military commissary operations, initially by combining Army and Air Force, followed later by bringing in Navy and Marines. "The Army favors consolidation, provided two factors are considered," says St. Arnaud. First is that quality service for military families remains the same, and second, that the installation commander, through the commissary officer, retains his responsibility to influence how the store operates.

At the same time, TSA is looking at other means to move towards consolidation with the other services. It has an agreement to order shopping carts through a Navy contractor who offered a lower price. It also is studying the feasibility of a CONUS Central Distribution Center which would support all Defense Department commissaries within a certain geographic area. And it has met with the Air Force Commissary Service to evaluate an overseas Distribution Study and make recommendations to Congress and the Pentagon.

One change that probably would have been impossible without centralization is the automation of commissary operations.

Although consolidation of all commissary operations appears logical, implementation will not be easy or inexpensive, Hodges points out. Each commissary system has its own financial and other information systems, and it won't be simple to combine them. Centralization of each commissary service was the first step, and has been accomplished, he adds. Combining Navy and Marines with Army and Air Force, though, "would be a painful operation for awhile."

Increased automation is one step towards implementing many other Jones Commission recommendations that aim to improve commissary efficiency and service. Another is promoting a "frequent delivery" program, where food deliveries increase from monthly to weekly or even daily to better control inventory, reduce inventory costs and gain greater control over order quantities. Twenty-three commissaries have initiated frequent delivery programs and, according to General St. Arnaud, vendors are encouraging this trend.

While TSA continues to build on many of these recently initiated programs, it is launching some new ones. St. Arnaud is turning the Fort Lee commissary into a "Center of Excellence for Commissary Operations" where new programs and ideas will be tested prior to implementation in the field. It will be used as a training center and learning laboratory for staff. TSA, consequently, will operate this store directly, instead of through the region. In addition, each regional director will be selecting a store in his region to also serve as a regional Center for Excellence to test new techniques and products.

To better link long-range plans with overall business strategy, TSA contracted with Peat Marwick Main & Co. to develop a set of goals and objectives which will bring TSA strategies in line with the Army's Long Range Logistics Plan, "Vision of the Future." A new TSA Service Center will in the near future support centralized functions of cataloging, contracting, voucher examination and property control. TSA is studying potential savings from reducing the number of CONUS commissary regions. TSA has approved the disestablishment of one of Europe's six districts to streamline operations there.

Because of the Jones Commission, "change will occur," predicts St. Arnaud, adding that he hopes that such change "is positive and will improve conditions for military families." That is his main goal: to increase quality service for his customers through additional hours, new and cleaner stores, and better savings through promotions such as with coupons, price reductions and case lot sales. "Automation," he adds, "is key for all the players to do what is really necessary, and we're going to make it happen." ■

WOMEN IN TODAY'S STORES & TOMORROW'S WORLD

BY ALFRED EISENPREIS

IN THE PAST HALF CENTURY, nothing has transformed the retail industry as much and as decisively as the change in the status of women.

Business invented new services, merchandise assortments, locations and store character. New store types emerged, from boutiques to hypermarkets. Most of the businesses that changed with women have taken root and flourished.

However, retailers who failed or refused to respond to the changing needs of these customers, crumbled their way out of business.

Those who direct the future of retail companies in today's stores, must understand how customers of the past and customers of this moment are being replaced by tomorrow's women. And they must understand who these women are and what they want.

THREE GENERATIONS

The changes which unmade and remade our business and our lives reflect what happened to three groups of women: the pre-baby boomers, the baby boomers, and the baby boomer daughters.

Researchers have begun to understand that we are not simply dealing with a new woman now. The mothers of the baby boomers were the ones who departed from trends.

In their youth, the mothers of baby boomers built a type of family which was almost going out of style. Their larger families were a departure from the trend which had developed slowly but persistently during the first half of the 20th century. Suddenly, these women reversed the clock, married earlier. While the educational achievements of women had been rising over time, as a consequence of the GI Bill, many of them now had less education than men in the same age group.

After breaking out of the traditional occupations during the war, women found themselves again doing women's work. The family was the secure social and economic focus. And then came the '60s. The world of these women expanded (if not exploded). When they recognized the opportunities in the total employment market, many went back to school. Additional education opened wider the door to opportunity, as effective job performance gained respect and acceptance. Nancy Reagan and Barbara Bush exemplify two dimensions of career choices of this generation, and of style and priorities.

Today, many of those women over 45 years of age control significant purchasing power. But we find, on visiting hundreds of stores and reading thousands of advertisements, that as far as many retailers are concerned, this is an invisible market. We've searched for ads addressed to these women, but most stores fail to address

Alfred Eisenpreis is the senior vice president of the Newspaper Advertising Bureau, based in New York.

them in advertising. They fail to show their images, submerge their kinds of merchandise under antiquated, meaningless department labels.

Not so with the baby boomers. American business fell in love with them instantly. They have been our most fortunate generation, at least until now. Their dynamic approach to diversified lifestyles, and their readiness to buy and use the good things (and some of the crazy ones) made them "the retailer's generation." The baby boomers' focus on economic and personal independence was a sharp departure from the togetherness world of their mothers. Their positivism and self-esteem made it easy for them to deal with and accept enriched lifestyles and expanded workstyles. They were confident enough to experiment with everything.

Today their daughters move in many of the same directions. The priorities of the baby boomers' daughters take economic and personal independence one step further. They prize individualism. Their higher skills and greater job experience open doors to more occupations and higher earnings.

Individualism produces more single households. The baby boomers' daughters will live alone for longer periods of time than did their mothers

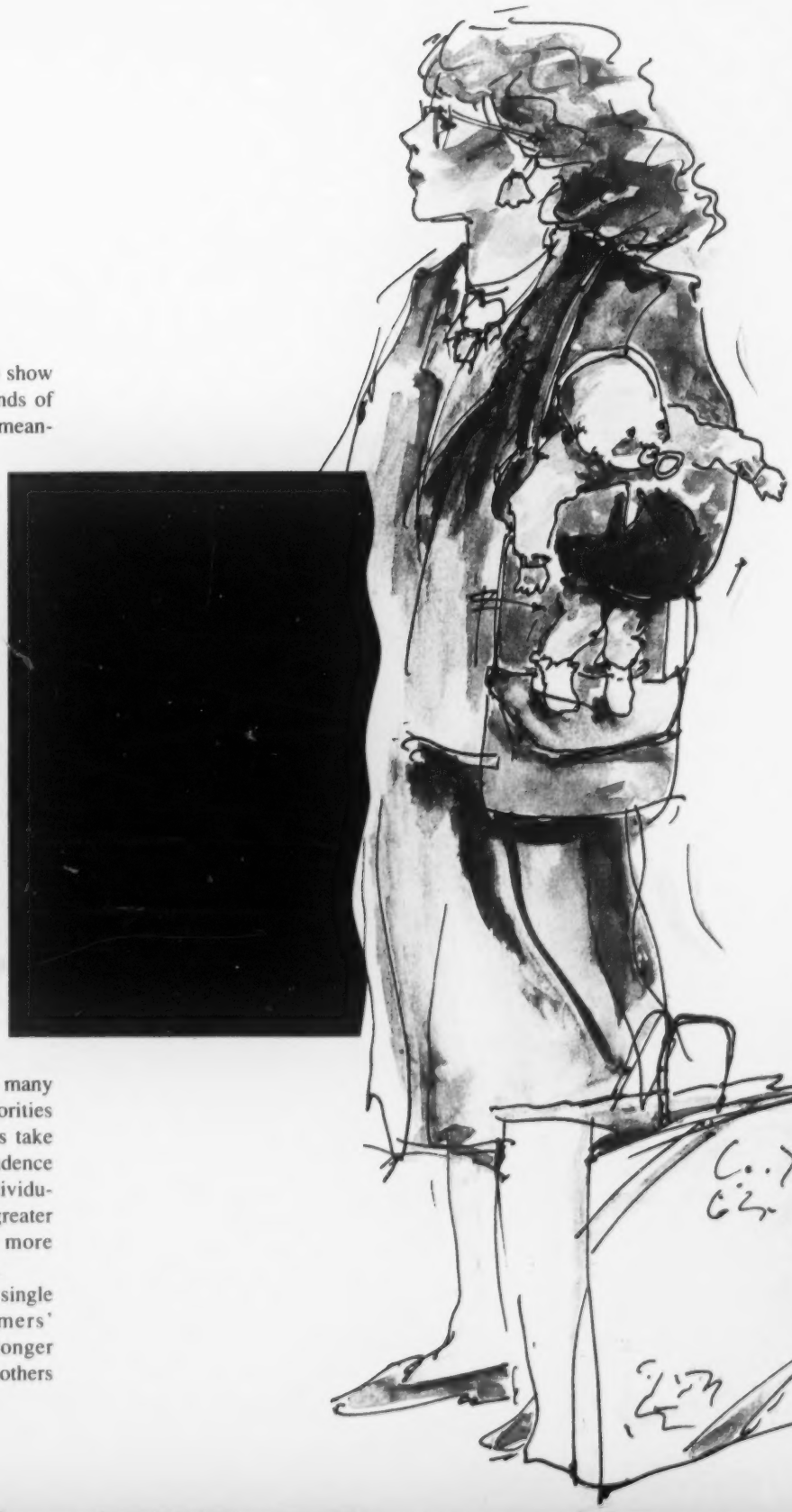


ILLUSTRATION BY CINDY JOHNS

MILITARY FAMILIES

	MILITARY PERSONNEL	SPOUSES	CHILDREN	PARENTS/ OTHERS	TOTAL DEPENDENTS
ARMY					
Officers	106,963	71,924	117,913	10,284	200,121
Enlisted	660,445	330,337	537,162	53,508	921,007
Total	**767,408**	**402,261**	**655,075**	**63,792**	**1,121,128**
NAVY					
Officers	72,427	50,580	71,441	390	122,411
Enlisted	514,244	255,088	336,008	3,448	594,544
Total	**586,671**	**305,668**	**407,449**	**3,838**	**716,955**
MARINE CORPS					
Officers	20,079	14,489	22,577	54	37,120
Enlisted	177,271	74,722	97,182	408	172,312
Total	**197,350**	**89,211**	**119,759**	**462**	**209,432**
AIR FORCE					
Officers	105,126	79,832	115,717	1,043	196,592
Enlisted	466,856	295,757	367,204	3,209	666,170
Total	**571,589**	**375,589**	**482,921**	**4,252**	**862,762**
TOTAL DOD					
Officers	304,595	216,825	327,648	11,771	556,244
Enlisted	1,818,816	955,904	1,337,556	60,573	2,354,033
Total	**2,123,411**	**1,172,729**	**1,665,204**	**72,344**	**2,910,277**

Source: Department of Defense as of Sept. 30, 1988

or grandmothers. Style rather than trends characterize their attitude toward fashion. The baby boomer's daughters are women in a hurry. They see much that they can do and be. They want it all. Now.

Thus, in a variety of ways, these three generations of women are finding for themselves individual places in the interlocking worlds of family, workplace and community. They operate in each of these areas with a new sense of self, a new self-esteem. Their lives are multi-dimensional.

FAMILY

Families will continue to be a very important focus in our culture. They will, however, continue to shrink in number of members, and increasingly be headed by a single person.

While the divorce level remains high, up 52 percent since 1970, a smaller percentage of divorcees remarries, the number of single and divorced women who head households will continue to heighten the importance of women as economic decision-makers.

The family as we knew it has changed. Families have fewer children and the parents are older.

The number of women who work without wages, mainly keeping house, has declined. Only four percent of the nation's families fall into this category. Within families, individual family members are more likely to do their own shopping and make their own choices.

The scarcest commodity of the 1990s will be time. Today, America's most productive and effective women live in a world of "time famine."

Dual worker households trade money for time with their children. First, if they can afford it, the trade-off takes the form of people who can help with child care and domestic chores. Second, they buy goods. They spend a lot of money to raise children: a recent study reports that one child in a two-income family may cost as much as $164,000 to raise to age 18. Families with one child spend about 30 percent of their total income raising that child. Families with two children, 40 to 45

WOMEN IN UNIFORM

	OFFICERS		ENLISTED	
	No.	%	No.	%
Army	11,436	10.4	71,343	10.6
Navy	7,210	10.1	46,195	9.1
Marine Corps	659	3.3	9,172	5.1
Air Force	12,595	11.5	61,640	12.4
Total DoD	**30,476**	**10.3**	**188,350**	**10.2**

Source: Department of Defense, as of December 1988

percent of their income, and families with three children spend about one-half of their family expenditures on their children.

Mothers have always wanted the best for their babies. Women today are particularly capable and also culpable of lavishing comforts on their young.

Women who delay child bearing want even better toys for their children. They and the longer-living, freer-spending grandparents will keep the gift market flourishing. For instance, about one-half of children's books, the fastest growing category in book publishing, are bought as gifts. Women buy 82 percent of all children's books.

A recent "happiness poll" reports that women are happiest when married, working and childless. Men are happier with what used to be the traditional "family life."

WORK

Our society establishes identity through work. Today, three out of four women find work rewarding. By the mid-'90s, two-thirds of mothers will be working, increasingly as managers and professionals. And by the year 2000, 81 percent of women age 25 to 54 will be working. Today there are over four million women-owned businesses, which represent over one quarter of all businesses, excluding the Fortune 1000-type corporations.

Census numbers of potential customers do not tell the whole story. Stores must identify markets in terms of purchasing power—the ability to buy. An interesting marketing discovery is that for each of our three generations of women, the newspaper is the most efficient medium for reaching those with the greatest purchasing power.

The permanent involvement of women in the workforce has restructured their individual inventories of apparel and accessories. It does so in a number of ways, irrespective of age groupings.

First, there is increased "wardrobe buying" where a few major items of good, classic style and quality are combined with different accessories. These are usually bought in a wide range of stores. This wardrobing involves various price points and fashion statements.

Second, the price/quality grade structures, and breadth of assortments in accessory departments must be related to major concepts represented in apparel areas. Merchants need to address their customers in a unified way, not as accidental aggregations of individual departments. This European approach to apparel selection will lead to major changes by manufacturers and stores.

Third, advertising presentation and visual merchandising must illustrate accessorizing options. This calls for customer oriented presentation of merchandise, rather than the vendor-driven fragmentation, so confusing and time-absorbing today.

Now that we are within sight of the 21st century, the "working woman" makes no more sense than "working men." "Working women" as a term, denoting a special species of female persons, should be retired!

CREDENTIALS

Education is an increasingly important credential to women. Since 1970, women's share of all doctorates awarded has risen from 13 percent to 34 percent, M.D. degrees from eight percent to 30 percent, and law degrees from five percent to 38 percent.

Credentials are very important to the baby boomer and to her daughter. It's been imperative for both groups to attend the right schools and to have the right professional credentials.

The increased participation by women in major professions has serious consequences for retail communications and standards of performance.

America's most productive and effective women live in a world of "time famine."

These women want to be *perceived* as the professionals they are. Store advertising communications must respond to this level of interest and seriousness. Organized, professional women want organized, professional stores.

Merchandise, too, has credentials. From Ralph Lauren to Panasonic, from Swatch to Nike, from Armani to

Liz Claiborn... merchandise with credentials is here to stay. Credentials stand for quality, and have both intrinsic and emotional value.

Ask yourself: Are you using your quality brands and your high standard private label programs to build your "credentials?"

Your merchandise and service establishes the importance of your store, and your advertising reinforces it. But your store's reputation is its most marketable credential.

Price is also an important credential. If prices are out of line, there is little hesitation to hold back the purchase. The fashion imperative is constrained where today's apparel is concerned. The price has got to be right.

TIME

When people work, they exchange time and effort for money. As mentioned earlier, women suffer intensely from time famine. So do men. But somehow we've assumed that the man's time is more valuable, because he is so "busy."

Folklore has it that women can make time for everything...especially time for shopping, which all of them love to do! That myth refuses to surrender to reality.

In a society in which women and men work away from home, no one can afford to deal with poorly organized, time-wasting stores, and few find reasons to do so in a highly competitive marketplace. Buying merchandise is not an end in itself. It is an activity, part of everyday living.

The current generation wants to protect its high standards, even if it means taking extra time to shop for brand names on discount. But it is also realistic about saving time with supersavers like cordless phones and VCRs.

Here are 10 ways your store can better serve the time-sensitive customer of today:

1. Put customer priorities over store accounting structure, vendor demands and staff convenience.

2. Engineer the location of related merchandise in the store in order to reduce search and shopping time.

3. Collect extensive assortments within each merchandise category.

4. Maintain sizes and colors of seasonal products, at representative price points, during the season.

5. Reduce service time at checkout and cashier desks.

6. Reduce alteration and delivery time.

7. Help customers consolidate their packages for easy pick-up at the end of their shopping trip.

8. Provide shopping hours comparable with customers' needs.

9. Make your sales organizations aware of the customers' needs.

10. Deliver informative, timesaving advertising.

STYLE

The customer's needs and the store's response intersect in the merchandise. What kind of merchandise?

Remember the miniskirt. That disaster happened because women found it inappropriate for work. But the floppy bowties and the uniform suit are not the answer, either.

As women move up the ladder, their sense of style becomes more secure. They dress as people, expressing their own identity and femininity. Their emotional involvement with the clothes they wear increases. And their personal definition of "quality" changes dramatically, from situation to situation.

When clothes shopping becomes a problem—for example, when fashions are priced beyond what is consider reasonable—attention shifts elsewhere ... to home, for example.

About 93 percent of wage-earning women shop in department and specialty stores. Ask yourself, are you working hard enough to serve them properly?

Do you know that over one-third of U.S. women wear size 14 or larger? Is that reflected in your merchandise assortment? Do you know that the median age of U.S. women is about 35 years? Are these the women you feature in your apparel advertising?

There is another issue here, the question of fashion versus style. Let's try a definition: "Fashion is a way of not having to decide who you are." The designers and the fashion directors of the world are happy to do that for you.

WOMEN OF THE '80S

The 1990s are made for the woman of style. And she's all the things mentioned: independent, self-confident, educated and success-oriented. And she's the most complex customer we've ever had to deal with. The woman of style has decided who she is and is able to perpetuate it.

In the 1970s and 1980s, the choices were "yes" or "no" choices: delay marriage, have children, educate yourself, get a job. In the 1990s, the issues will be "Which do I choose and when." And then, "How do I handle them?"

Are your stores keeping pace? Many retailers move too slowly. Their merchandise adjustments often come too late; their advertising language is dated; and major customer concerns are not addressed.

But time rushes along. By the middle of the '90s, the first of the baby boomers will be 50!

It's a different world...and your vocabulary has to keep pace. You can leave these words behind:

Yuppies
Nouvelle cuisine
Thirty-something
Couch potatoes
Hostile takeover
Greed
Status symbols
Fashion victims
Working women. ■

NOTE

ONLY THE FOLLOWING PAGES OF THIS

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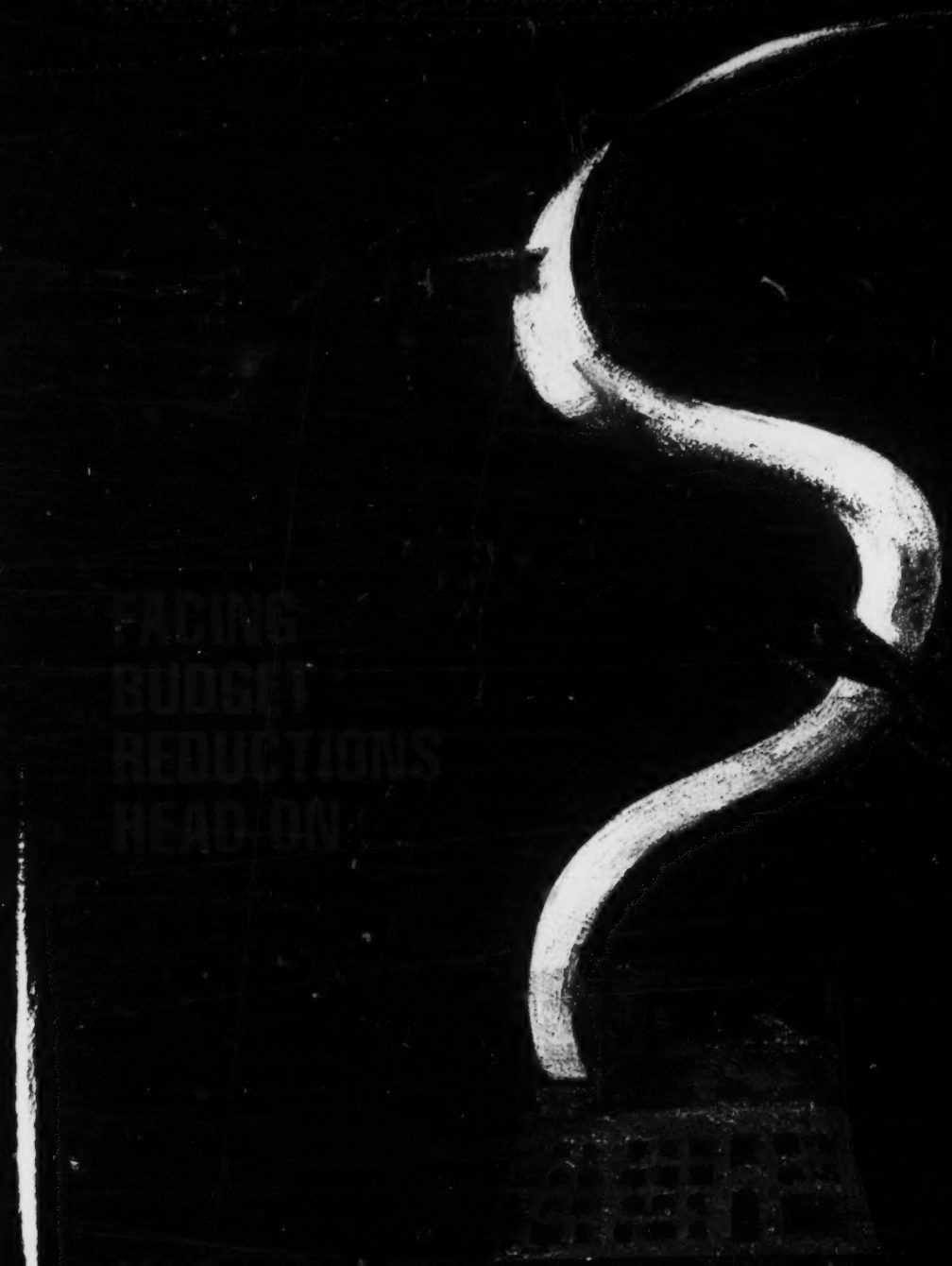
THE JOURNAL OF THE AMERICAN LOGISTICS ASSOCIATION

SPRING 1990



FACING BUDGET REDUCTIONS HEAD ON

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H&BA Update
Gourmet Foods
Displays in Commissary Merchandising

SPECIAL REPORT

ALA's 9th Annual Commissary Sales Report

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Interservice

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PROMOTIONS AND COUPONS: BANE OR BOON?

BY FRANCES E. KUECKER

HOW MUCH DO COUPONS influence the way America shops? Quite a lot, says Nielson Clearing House. In just two decades, the number of coupons distributed annually by manufacturers has grown from 16.5 billion in 1968 to more than 225 billion. In the last five years, the number of coupons distributed has increased 36 percent to its current high.

Through their use of coupons, consumers now save more than $3.0 billion on their purchases. Retailers receive in excess of $600 million in handling allowances. A total of 7.5 billion coupons are being redeemed.

There are 1.8 million commissary shoppers, mostly female, says Joseph Mugnai, Jr., of *Family* Magazine. The average age is 29 and principally falling into the 18-to-34 age category. Eighty-eight percent of these shoppers have young children. Many own pets. The average family income is more than $30,000 per year. Commissary shoppers can save about 25 percent on their grocery bill.

Ed Downey, Publisher of *Military Lifestyle* Magazine, says "No one has demographics for the total market; however, our Simmons study of readers shows that 99 percent are using coupons. We don't know who, within that group, uses them most. Logic says that the heaviest users run to lower income families with lots of children. They tend to be the young segment of the market. However, they spend less and, therefore, may use fewer coupons in total."

Larry Craybas, Director, General Foods Military Sales, observes that "family income, marital status, age, and number of children are all factors that influence consumer propensity to use coupons."

Nielsen says that consumers redeem coupons with expiration dates faster than those without. In fact, states Nielsen, nearly half of coupon users indicate that they would be likely to buy products they do not currently need in order to take advantage of short expiration date coupons (those that must be redeemed within three months). Additionally, three out of four consumers indicate that they stockpile coupons with no expiration date for future use.

Says Maureen Murray, NAVRESSO representative, "The dollar value of coupons redeemed by commissary customers, which provide added savings, rose from $13.6 million the previous year to $15.5 million in FY89. The average face value of the coupons increased from 35 cents to 39 cents.

"A 1989 independent price comparison survey commissioned by the Department of Defense revealed that Navy commissaries provide savings of 27.3 percent over commercial supermarkets. The Navy had the highest savings among all of the DoD services. In dollars, the 27.3 percent meant savings averaging $250 million in FY89. Add the coupon dollar value ($15.5 million) and savings total $265.5 million. Navy commissaries earned $2.8 million in coupon handling fees in FY89."

TSA says Army coupon usage increased by four percent or by 4,000,000 in FY89 when compared with the previous year. The average face value of coupons redeemed was 60 cents, up by nine cents. Army shoppers who used coupons to stretch their food budget dollars were not the only ones who benefitted. Product manufacturers pay TSA a handling fee for every coupon redeemed. In FY89, TSA earned $5,616,547 in handling fees. After a 10 percent coupon processing fee is paid to the contractor, the rest is distributed within headquarters and commissary regions to offset personnel costs for processing coupons. Coupon usage in AFCOMS commissaries was up 9.1 percent in FY89, compared to FY88. The average face value of coupons redeemed in FY88 was 48.4 cents; in FY89, 55.4 cents. AFCOMS earned $9,391,541 in coupon handling fees in FY89.

According to Nielsen, health and beauty aids were the major contributor to the increased number of coupons. Coupons in this category increased by 15 percent, while grocery products coupons have remained relatively flat since 1987 (see Figure 1). *Off Duty*

Frances E. Kuecker is a Washington, DC-based freelance writer who contributes periodically to trade publications.

ILLUSTRATION BY JASON LEVINSON

says that theme promotions with coupons are highly popular in the commissaries, and the magazine is using these promotions in greater number. *Off Duty's* staff works closely with several brokers/representatives, as well as with manufacturers, to advertise and give editorial publicity to these promotions. *Off Duty* was instrumental in starting a strong trend toward military-oriented "cause" promotions, of which "Wee Care" (supporting day care centers) and "Youth Center Sweepstakes" are prime examples. Such promotions, which usually include several pages of coupons, are designed to generate contributions to various quality-of-life programs on military bases whose government funding has declined.

The "All Aboard for Spring" event in Navy commissaries, sponsored in conjunction with *Family* Magazine, ran in April. The 24-page flyer contained 69 coupons valued at $18.50. The coupons, which were valid for one month, were redeemable at commissaries and exchanges.

"Commissary Top Brands," conducted in all commissaries in association with *Military Lifestyle* Magazine, ran in May. The manufacturer coupons appeared inside the magazine which is hand-distributed free of charge in commissaries.

The "Fourth of July Sales Event" was another Navy-only event. It involved 45 major manufacturers in association with Executive Business Media and included 100 couponed items appearing in the 25-page flyer. The coupons, redeemable at commissaries and exchanges, were worth $31.70.

"COUPON CLUTTER"

Not all is sweetness and light when it comes to coupons. As with all things that seem too good to be true, coupons have a down side. Many agree with Sam Phelps, Vice President of Military Sales at Kraft, Inc., who says, "I believe there are too many coupons going into the military market. Kraft has always believed that good, effective promotion is a three-legged stool. You need all three legs for it to work, and they must be balanced. One is trade support. To get it we use trade allowances, VPRs, and the promise of strong consumer support. Two is consumer support such as advertising, coupons, and theme promotion. Three is sales service. You need good sales effort and support to help make a promotion work."

Others fear that the coupon clutter, now obvious in the entry area of commissaries, may get worse before it gets better. Vendors who track promotional lift already know that mass coupon drops in the military market do not work.

Fred Hyde, Manager of Promotions and Merchandising at General Mills, makes the point, "Excess coupon costs, be it redemption or space, dilute a manufacturer's ability to maintain promotional balance. We manufacturers run many lucrative *military-only* promotions (sweepstakes, shopping sprees, in-store giveaways, special themes) that are designed to *stimulate interest* and *create excitement* in commissary shopping. They are designed to do exactly what the services want—offer a true benefit (not just in price) to patrons for coming to the commissary to shop."

The best planned coupons are designed to select and reach the greatest number of prospects without going to people already sold on a product. Coupons are very expensive to produce. When a market is over-saturated, everyone already buying the product anyway is going to use a coupon. A coupon, plus handling fee,

COUPON REDEMPTION FOR THE MILITARY

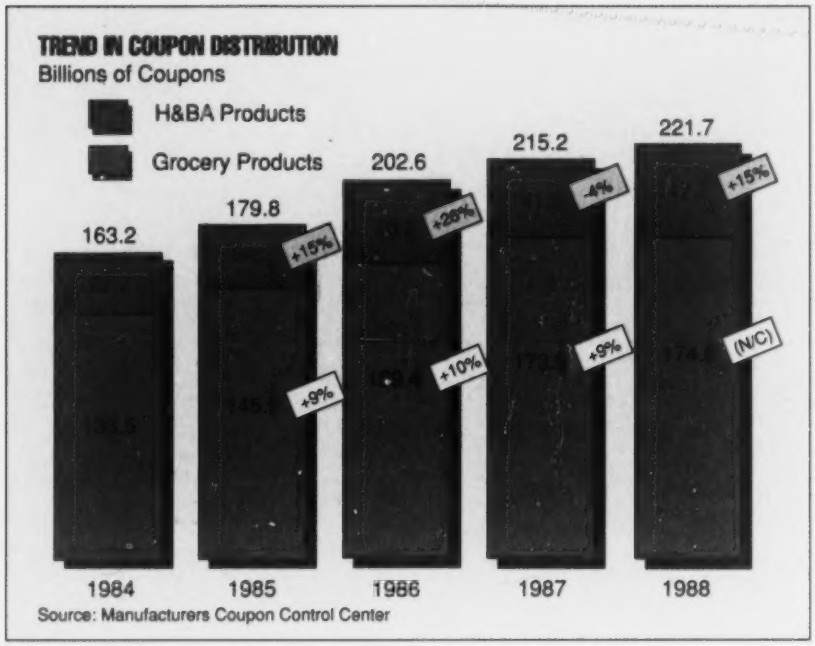
(for FY 88 & 89 by branch of service by CONUS &Overseas)

NUMBER REDEEMED	1988	1989
MARINE CORPS		
CONUS	6,628,035	6,847,873
Overseas	328,491	22,707
NAVY		
CONUS	38,358,198	39,112,037
Overseas	676,770	791,010
AIR FORCE		
(for 1988 totals WW only is available)		
CONUS	116,973,805 (WW)	118,024,828
Overseas		9,575,164
ARMY		
CONUS	71,100,000	74,000,000
Overseas	6,600,000	7,700,000

DOLLAR VALUE	1988	1989
MARINE CORPS		
CONUS	2,097,489	2,328,557
Oversess	112,746	112,687
NAVY		
CONUS	13,338,547	15,214,526
Overseas	224,067	293,179
AIR FORCE		
(for 1988 totals WW only is available)		
CONUS	56,647,785 (WW)	65,515,512
Oversess		5,192,841
ARMY		
CONUS	36,044,970	44,206,780
Overseas	3,336,767	4,869,002

Figures for the Marine Corps and the Navy were obtainod through the ALA. Army figures were obtained through the Troop Support Agency (TSA) Public Affairs. Figures for the Air Force were obtained through the Air Force Commissary Service (AFCOMS) Public Affairs.

Roughly 95 percent of the coupons for all branches of the miltary were redeemed in CONUS.



normally sells a product at less than it costs the manufacturer to make it. Each coupon sale is investment spending against objectives. If the vendor comes off a coupon drop with no greater share of the business than before, he has simply wasted money. That is what is now happening with most of the hundreds of thousands of coupons being dumped in the military market. Wiser marketers are holding back or selectively couponing. The more sophisticated continue to look for better ways to promote.

Shelf-edge tear-off pads, once the rage of vendor sales forces, are a quick and easy way to reduce the selling prices. This technique is primarily defensive and does little or nothing to build brand share or increase business. A major problem is the fact that sales people and vendor stockers are skilled at removing competitive shelf-edge coupons and coupon flyers as ideas that have limited application.

A recent store check revealed 10,000 coupon flyers stacked in the entry area. For one item there were 75 coupons for every package in the store, on shelf, and in the warehouse. There were 57 coupons for another, and 48 for a third. When the month ended there were still 5,200 flyers unclaimed. But, more important, all but six of the brands in the flyer ended up, according to MAMI, with the same market share the month following as they had before they ran in the flyer. Manufacturers cannot justify the expense of coupons unless they get results.

Director of Marketing for UMEX (formerly Lever Brothers), Fred Thimme, makes the point, "It is very important to us to show results for each dollar we spend. The flyers do not get the results we must see. We will be dropping flyers and going to more coordinated promotion during the second half (of 1990 fiscal). That does not mean we won't coupon. In the future, coupons will be only a part of what we do. Our goal is to be more selective in what we do and how we promote."

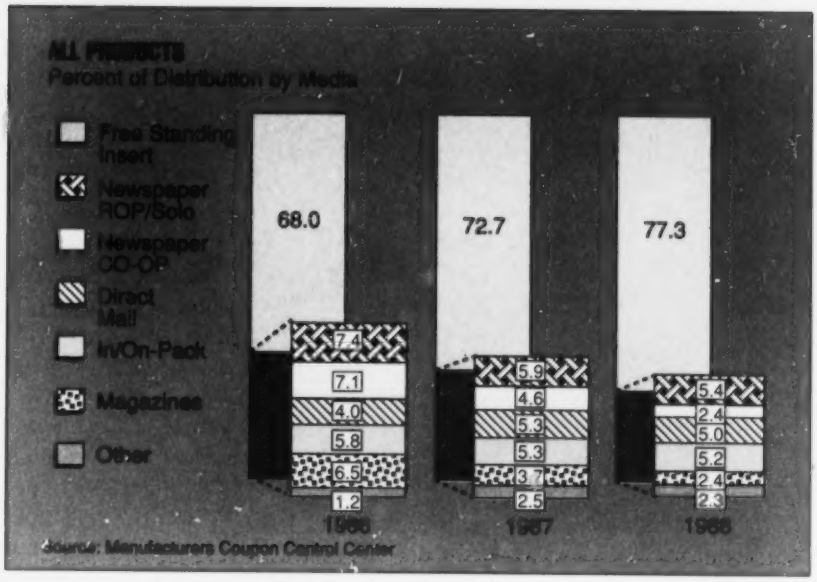
Joe Nischbach, National Military Sales Manager at Keebler, states, "Too often, the military is too obsessed with the idea of getting a coupon at any cost, and the lowest possible VPR without the regard to the total promotion. Obviously, the total promotional package usually does the best job. Consideration should be given to prior promotional activity and consumer take-away from previous display activity. Does the product in question have a good share of the market? Or, better still, lead in patron demand?"

The Military Manager for a major meat packer states it another way. He says, "Coupon distribution to commissaries has gone beyond the effective level. Whether it be magazines, flyers, or bag stuffers, the amount of those printed versus what is either picked up or utilized is low. Unfortunately, the Military Commands basically look at coupons as a revenue generating program rather than the intent of marketers, which, to name a few, would be to introduce a new product, build distribution, increase brand awareness, generate trial, or in some cases, to reward loyal purchasers. Couponing in the military has generally drifted from a manufacturer input to a revenue maker for the military. We still believe we need to advertise and provide coupons to service people. Those decisions will be predicated on marketing decisions and not as a revenue producer to the military."

Vice President and Director of Special Markets for The Mennen Company, Stephen H. Yarvis, says, "I take small, small comfort from the fact that the services are on a coupon bandwagon. What is needed is for the services to accept total program selling of the type that works so successfully in the civilian marketplace. Symptoms like coupon clutter arise primarily because vendors have few options and see couponing (plus VPRs) as their only viable alternative. Our company, through our broker, is constantly hammering away on theme promotions including participation in those sponsored by the media."

Many manufacturers agree that it is important for commissary management to understand that promotions are run for solid marketing reasons and not for social benefit, be it patron savings or handling fees.

In the past, some coupon media have aggravated a sensitive situation by telling vendors they must run a coupon in a particular flyer in order to get in-store support. That put the media in the position of telling the stores which items could be promoted, i.e., those that bought a coupon. No thought went into which brand deserved promotion, which had the best share of market or lead in patron demand. The services now reject that



kind of media selling. Given the number of coupons hitting the market, it is obvious that simply running a coupon is not going to get a display of major support.

The printing of too many coupons is a loss situation. Each time a manufacturer authorizes a coupon, redemptions are estimated. That rate times the number printed becomes the redemption liability. The face value plus the handling is then set aside in an escrow account to cover future redemptions. A 50 cent coupon plus eight cents handling plus two cents to the manufacturer's clearinghouse equals 60 cents. A flyer of 1,650,000 coupons with an estimated five percent redemption means the company must plan on 82,500 coupons coming back. Therefore $49,500 is set aside to cover the payout. That times four or five coupons on a page becomes big dollars.

According to Ed Downey, "The problems arise from the fact that it is impossible to distribute 1,650,000 coupons in commissaries. Vendors who got caught up in the coupon mania of the last year or so agreed to coupon flyers for each service: one time in the Air Force (650,000), the Army (600,000), and the Navy (400,000). While they ran at different times, they dropped 1.65 million coupons. Thousands were stacked out in every store. It is estimated that 250,000 coupon flyers are enough to cover the market on a take-one basis. That leaves 1.4 million unwanted, undistributed coupons laying around after every flyer has run its course, and to the dumpster they go. Some stores bundled up unwanted coupons and shipped them overseas."

Proof that flyers are overprinted, far in excess of what are ever used, shows up in the redemption figures. Vendors report that the redemptions are "horrible." Why? The answer, of course, lies in the fact that they are not being distributed or used. But, the redemption set aside, the escrow account is set up on the full press run. It sits in the bank for 18 months. Then unused money goes back to the corporate treasury, and never, never back to the military promotion budget from which it came. Promotion dollars are lost, lost to the commissaries, lost to the patron, lost to the military sales manager trying to make a quota.

"Savings to the customer are costs to the manufacturer. Costs must be justified," according to Mike Hinrichs, Vice President of Marketing for the C. Lloyd Johnson Company. "Marketers make decisions based upon *two* considerations — *consumer reaction* and *trade reaction*. By pushing coupons, the military can divert monies from the patron in other ways." Fred Hyde agrees, "the more, more, more coupon pressure *will* erode this extra marketing received by the commissary system from the manufacturers. Companies do not get more money to spend just because the military wants more coupons. It must come from somewhere; more coupons would mean less something else."

Gene Hopkins, Manager of Government Sales for Hormel, says, "It takes a well thought out combination of marketing tools to make product promotions successful. Value is the key for patron satisfaction. Any program using only coupons, only VPRs, only flyers, etc., does not offer a real value. The Services that focus on one single form of marketing strategy are looking at short-term programs that will not succeed in the long run.

"In my opinion, common sense will tell you whether or not a promotion will be effective. Military publications are effective tools when coordinated with a total package. Manufacturer budgets are tight and will get even tighter. When companies put together programs with VALUE in mind utilizing a variety of tools, it will get results. Everyone wins in this scenario."

Ken Morris, Product Manager at the Mobil Chemical Company, adds, "We would not use limited resources if we thought we would not get a return."

A flyer stacked out in the commissary entry way, in greater quantity than the patrons will pick up, is not effective promotion. Fifty or sixty coupons in a single flyer do not get many displays, and in fact, are largely ignored by commissary management and patrons alike. The more sophisticated manufacturers might insist on tight control for coupon distribution. Only then can they be sure that their coupon is getting to the potential customer without exorbitant waste. Getting more "bang for the buck" is the key to successful promotion. That means increased sales and improved market share.

GOOD DISTRIBUTION COUPLED WITH ADVERTISING

Brown and Williamson's Director of Vending and Military, Irv Otte, says, "We believe in controlled in-store

GROCERY PRODUCTS

Coupon Redemption Rated by Media 1988

MEDIA		AVERAGE REDEMPTION RATE	MIDDLE-HALF RANGE
Daily Newspaper	ROP/SOLO	1.7	0.4%-2.6%
	CO-OP(ALL)	1.8	0.4%-2.1%
Sunday Paper	FSI	3.2	1.7%-5.1%
	Supplement	1.1	0.4%-1.9%
Magazines	On-Page	1.6	0.7%-2.3%
	Pop-Up/Insert	3.3	1.8%-5.0%
Direct Mail		4.9	2.9%-8.1%
In/On-Pack	Regular In-Pack	12.9	5.3%-21.1%
	Regular On-Pack	9.1	3.7%-24.6%
	In-Pack Cross-Ruff	4.9	1.8%-7.8%
	On-Pack Cross-Ruff	3.8	1.2%-6.4%
Instant On-Pack		33.2	16.5%-56%

Source: Manufacturers Coupon Control Center

couponing as offered by the hand-distributed military magazines. Coupons coupled with appropriate advertising is the only way to stand out in the coupon clutter."

Magazines have a long history of in-store hand distribution. When coupons are handed out with a magazine, either on-page or in the publication's FSI, up to 450,000 can be and are regularly distributed. A flyer of nothing but coupons, even if handed out, does not have anywhere near the same appeal or acceptance. A recent commmissary survey confirmed that fewer than one in 50 customers entering the store picked up a flyer that was stacked out. However, in the same store, 19 out of 20 customers took a copy of a military magazine.

Magazines targeting commissary customers produce the greatest couponing activity. *Military Lifestyle* and *Family*, which specialize in grocery advertising, strive to maximize their coupon redemption rate by distributing exclusively in commissaries and giving their coupons highest possible visibility by putting them on the cover or by handing them out as an FSI. With commissaries continually pressing suppliers to provide more and more coupons., FSIs in the stores are proliferating to the point where in-store distribution of magazines, their editorial content, and the product advertising they carry are seemingly secondary factors, while the magnitude of the coupon "drop" becomes an end in itself.

Massive coupon drops in commlssaries are counterproductive in the long run, says *Off Duty*'s Walter Rios, because in-store coupons do little to advertise a product's benefits (other than the discount prices) and nothing at all to generate greater customer traffic for the commissary. Unlike civilian supermarkets, commissaries are not allowed to advertise and must count entirely on vendor advertising for their promotion. If dollars allocated by vendors for regular advertising are diverted to in-store coupon programs, the commissary system merely feeds on itself and does nothing to broaden its customer base.

Dennis Gibson, *Maxi Saver*, agrees that FSIs are by far the dominant mode of coupon distribution. Almost 80 percent of all coupons distributed in 1988 were distributed via FSIs. The ascendancy of FSIs is largely attributable to the low redemption numbers associated with on-page magazine couponing, and the high cost and lack of "appetite appeal" of newspaper ROP promotions. FSI growth is expected to continue through the 1990s. *Maxi Saver's* latest report indicates that there were more pages in FSIs in the first quarter of 1990 than in the same period in 1989.

In commissaries, hand distribution of coupons has proven effective in reaching patrons, resulting in higher redemptions. Higher redemptions benefit the manufacturer, the patron, and the services.

Off Duty's couponing method, which is to distribute at more places on military bases than just the commissary, helps advertise the store as well as the product, and spreads redemptions over a longer time period. "We integrate coupons with product advertising in an appropriate editorial environment," says Rios. "By distributing mostly in family housing areas on base, we are more likely to reach those customers who time their shopping to avoid the payday crowds at the commissary. Our redemptions sre slower coming in, but advertisers tell us the end result is just as good as with in-store magazine distribution on paydays.

It is important to note that products in partial distribution and/or in low patron demand can dump coupons in the market with low risk. These brands may continue the practice in the hope of expanding distribution. However, leading brands in full distribution and in high demand must be careful. Mass coupon drops will be very expensive and may yield small benefit. These are the brands that need careful planning and precise, controlled promotion programs.

Ed Downey makes the point, "It is important to future commissary promotions that commissary management, as well as the vendor community, look for programs that have balance and produce success. Certainly coupons are part of the future. However, they should be a carefully considered part. The best way for the government to encourage and expand promotional spending in the military market is to work with the vendors to produce successful programs. Only those programs that feature the most popular, high demand items and that offer significant patron benefit should be accepted. Only those that really work and are fully supported by the manufacturer should be renewed. What the military market needs is more comprehensive, successful promotion, not more coupons."

BEAUTY IN A BOTTLE

BY SHERYL L. HERRIN

IN THE 1990S, AMERICA'S QUEST FOR ETERNAL YOUTH AND BEAUTY takes us to the limits of exchange and commissary shopping. We scour the shelves for that elusive potion—the one that promises the latest in anti-aging, extra-beauty technology.

In 1989, according to NAVRESSO and AAFES figures, purchases of health and beauty aids products rose, on the average, approximately eight percent.

According to Susan Oestreicher, director of marketing services for Revlon Government Sales, we can expect health and beauty aids to follow several general trends during the decade ahead.

"Look for products that contain more than one treatment benefit, combat the harmful rays of the sun, are portable and focus on treating specific problem areas," says Oestreicher.

Hair Care

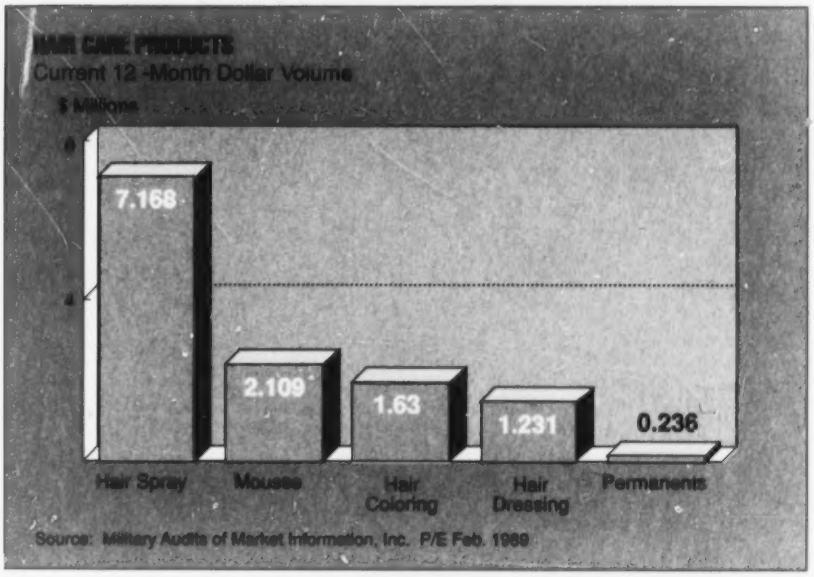
Shampoos and conditioners have always been big sellers, and brand-hopping seems to be a continuing trend. "Initially, the customer buys the same brand of conditioner and shampoo they've always used. But after a while, they start trying different combinations," explains Lynne Pleffner, senior buyer for NAVRESSO.

In the Navy exchanges, the most popular shampoos and conditioners are as follows:

SHAMPOO	CONDITIONER
Head & Shoulders	Salon Selectives
Pert Plus	Finesse
Prell	White Rain
Johnson's Baby Shampoo	Australian Three Minute Miracle
Ivory	Ivory
White Rain	Suave
Salon Selectives	Vidal Sassoon

The biggest sellers in the Army and Air Force exchanges are Revlon's Flex, S.C., Johnson's Agree, and Soft Sheen's Optimum Care.

Sheryl L. Herrin is a writer with Communi-K, a Clifton, Virginia-based firm whose specialties include marketing and merchandising.



Exchanges are finding that salon image items are making strong gains in the market. Women are the primary buyers of these items and want to feel confident in the brands they purchase, according to Bernard Gillett, director of purchasing for AAFES.

"Over the last three years, value brands in the Army and Air Force exchanges have slowly slipped from their (previously) large market share," says Gillett. In response to this, AAFES is deleting low-cost brands, such as Ivory and Aqua Net, which have lost market share, and is replacing them with strong image brands such as Salon Selectives and Redmond Products' Aussie Mega line.

"Most health and beauty aids companies," reports James Cottrell of Pro-Line Corporation, "are finding specific niches in men's products to be up and coming." "We have a whole line of hair care products designed for the man with short hair. For example, Pro-Line's 'Hair Food' promotes more luxurious, thicker hair for men," he continues.

St. Ives, which built its business on selling conditioner and shampoo twin packs, reports continuing growth in this market.

"Almost 20 percent of our twin pack customers are men," says Bob DeMoss, vice president of government sales of St. Ives. "We've developed new conditioner users through twin pack packaging," he explains.

D-Orum Hair Products, Inc. introduced a texturizing kit called Early Spring Gentlemen of Leasure Kit aimed at ethnic males aged 16 to 25 who are wearing the trendy, short hair styles which need extra fullness.

New to AAFES stock in 1989 were Jhirmack Silver Shampoo, conditioner, and spray. The product removes yellow and brassiness from grey and silver hair. Expect more products like this, aimed at the "over 55" population, the fastest growing consumer segment.

Revlon is keying in on a new approach to hair care marketing. A new international line includes shampoos for Far Eastern, Latin, Scandinavian, and Ivory Coast hair.

Conditioners and fixatives are expected to be the hot hair care items over the next decade. "Increased use of perms and coloring is drying hair and causing demand for all types of conditioning products to rise," says Gillett.

Worlds of Curls has responded to this demand by marketing a line of products called Bodi. The line includes moisturizing conditioners and a non-alcohol moisturizing mousse.

D-Orum's top selling items in its hair care line are conditioners that add moisture and promote hair growth like Leisure Curl's Conditioning Scalp Spray and Gel Activator.

New hair care products from St. Ives include a hair repair line which includes hot oil and intensive conditioning treatments. Hair Repair Shampoo, which will be marketed to male consumers, is a hair thickener, adding volume while reportedly aiding blocked hair follicles. In the near future, DeMoss expects St. Ives and other hair care manufacturers to respond to the consumer's growing concern about the harmful effects of ultra-violet rays by producing hair care products which include sunblock.

"Look for shampoos that can remove styling products and feature good rinsability," says Gillett. Alcohol is expected to fade as a propellant because of its drying properties and consumers' concern for the environment.

Styling Products

According to NAVRESSO's Pleffner, the biggest sellers in the world of hair care are styling aids such as gels, mousse, and sprays. "Sales in the hair care category (overall) have increased six to eight percent," says Pleffner.

AAFES sales for men's styling products don't reflect Pro-Line's optimism. By creating a men's hair care section, AAFES hopes to increase sales in this market segment.

According to Military Audits of Market Information, Inc., the top five selling mousse/setting lotions in commissaries during 1989 were:

1. Condition's Extra Control Mousse
2. Clairol's Normal Condition Mousse
3. Clairol's Extra Hold Hair Styling Gel
4. Vidal Sassoon's Styling Gel
5. Suave's Extra Control Mousse

Commissary shoppers spent $2,109,000 on mousse and styling gel between February 1989 and February 1990. Approximately $7,168,000 was spent on hair spray during this same time period.

Helene Curtis figures show that hair styling product sales have risen eight percent between 1988 and 1990.

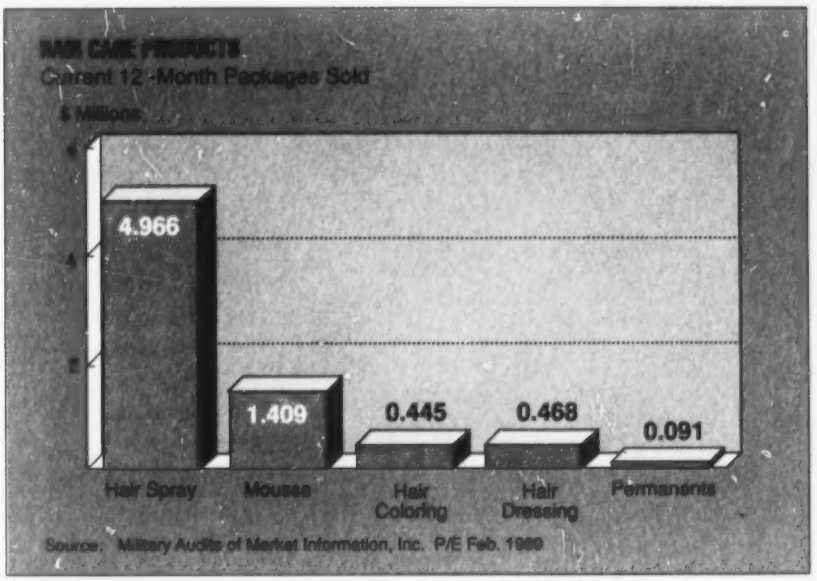
Hair Coloring and Permanents

"Temporary and semi-permanent hair colors are popular among ethnic women," says Ralph Smith of Worlds of Curls. Smith says the most popular colors tend to be earthtones such as copper, wheat, brick, and auburn.

According to commissary figures provided by Military Audits of Market Information, Inc., the top two hair coloring products from February 1989 to February 1990 were Grecian Formula Hair Lotion and Nice & Easy Hair Color. The top five permanents were:

1. Alberto's TCB Curl Activator
2. Alberto's No-Lye Regular Hair Relaxer
3. Worlds of Curls Extra Dry Curl Activator
4. Worlds of Curls 6-ounce Curl Activator
5. Soft Sheen's Curl Activator

According to Kim Brownlow, manager of sales and marketing for D-Orum, men are purchasing retail



HAIRCOLORING

P/E February 1g8g

Current 12 Month Packages Sold = 445,135
Current 12 Month Dollar Volume=$1,603,000

Top Ten Hair Colorings
Ranked on Current 12 Month PackagesSold

Hair Lotion Grecian Formula 4z
2. Nice & Easy Hair Color Medium Brown
3. Nice & Easy Hair Color Light Ash Brown
4. Nice & Easy Hair Color Light Brown
5. Nice & Easy Hair Collor Dark Brown 2z
6. Nice & Easy Hair Color Black
7. Nice & Easy Hair Color Light Ash Brown
8. Nice & Easy Hair Color Medium Ash Blonde 2
9. Nice & Easy Hair Color Light Ash Brown
10. Nice & Easy Frost and Tip Kit

permanents like their Leisure Curl Cold Wave System. "The exciting thing about this product," says Brownlow, "is that, with a few modifications, it can be used on caucasian hair also."

Sun Care

According to Lewis Williams, director of Military Sales for Johnson & Johnson, 1989 was a poor sales year for every manufacturer of sun care products due to weather-related factors. Yet NAVRESSO sales increased six to eight percent, and AAFES sales increased 14 percent from 1988 to 1989. In 1989, tanning products accounted for 44 percent of AAFES sales, while sunscreens accounted for 47 percent. After-sun products accounted for nine percent of sales in this category.

Sunscreens

The biggest sellers throughout military exchanges are sunblock products offering maximum sun protection. Maximum protection products geared toward babies are a growing segment of this line.

"Publicity linking overexposure to the sun to increased risk of skin cancer and premature aging will continue to expand the user base for (sun) protection products," says Gillett. "More attention is being directed toward UVA as well as UVB protection," he adds.

SUNCARE
P/E August 1989
Current 12 Month Packages Sold=601,308
Current 12 Month Dollar Volume=$1,950,000

TopTen Sun Care Items
Ranked on Current 12 Month Packages Sold

1. Presun. Sensitive Skin Lotion 4z 29 SPF
2. Sundown. Ultra Sun Block, 4z 15 SPF
3. Sundown Sun Block Cream 1ct. 30 SPF
4. Waterbaby Sun Block Lotion 4z 15 PF
5. Presun Suntan Creamy 4z 39 SPF
6. Sunscreen Lotion 4z 15 SPF
7. Coppertone Sun Block Lotion 4z 30 SPF
8. Sundown Sun Screen Lotion 25 SPF
10. Waterbaby Suncream 25 SPF
11. Coppertone 44 Sunblock Lotion

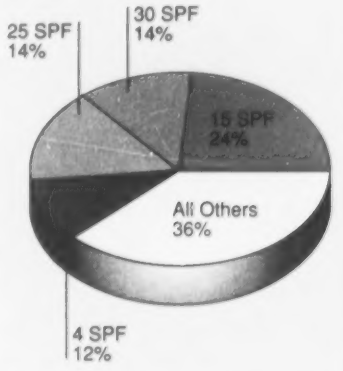
Sun care manufacturers such as Johnson & Johnson and Schering-Plough Corporation expect products with Sun Protection Factors (SPF) of 15 and above to increase in popularity.

Schering-Plough has come up with a new gauge, APP, in addition to SPF, which indicates the percentage of burning ultraviolet A rays that are blocked by the product. The higher the product's APP, the more UVA rays the product blocks. (APP refers to UVA protection only; it is not an indicator of UVB protection.) All of Schering-Plough's Shade products' use the APP indicator.

As a general rule, sun protection products are marketed toward mature consumers and include detailed product information by physicians. However, dermatologist studies indicating that proper sun protection throughout childhood can help reduce by as much as 78 percent the risk of developing certain types of skin cancer later in life has spurred the demand for sun protection products designed especially for children.

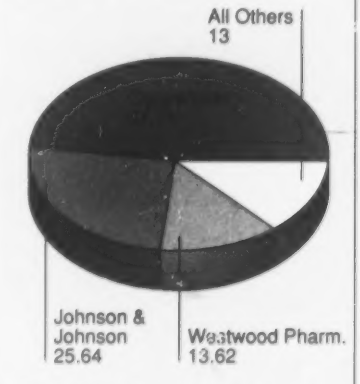
Johnson & Johnson's Sundown sun protection line is marketed for family use. In 1990, according to Williams,

SUNCARE
Most Popular Sun Protection Factors

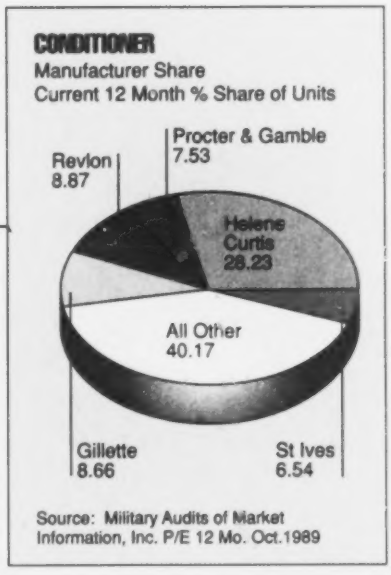


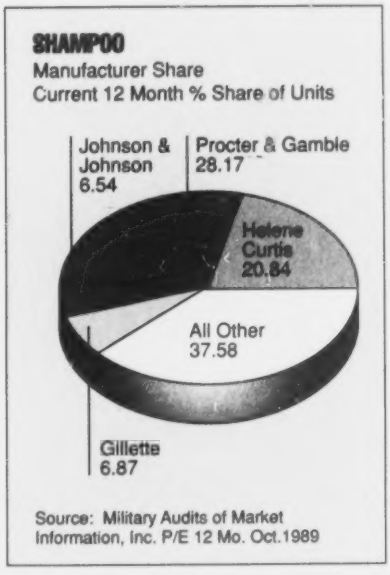
Source: Military Audits of Market Information, Inc. P/E 12 Mo. Aug.1989

SUNCARE
Manufacturer Share
Current 12 Month Dollar Volume



Source: Military Audits of Market Information, Inc. P/E 12 Mo. Aug.1989




SHAMPOO
Manufacturer Share
Current 12 Month % Share of Units
Johnson & Johnson 6.54
Procter & Gamble 28.17
Helene Curtis 20.84
All Other 37.58
Gillette 6.87
Source: Military Audits of Market Information, Inc. P/E 12 Mo. Oct.1989

SHAMPOO

P/E September 1989

Current 12 Month Unit Volume = 9,182,000
Current 12 Month DollarVolume =19,251,000

TopTen Shampoos

Ranked on Current 12 Month Packages Sold

1. Pert 15z
2. Finesse 11z
3. Head & Shoulders 11z Normal/Oily
4. Finesse 11z Extra Body
5. Head & Shoulders 11z Normal/Dry
6. Pert 15z Dry
7. Johnson & Johnson 15z Baby Gentle Condition
8. Johnson & Johnson 20z Baby
9. Suave 16z Baisam & Protein Normal/Dry
10. Pert 15z Oily

CONDITIONER

P/E September 1989

Current 12 Month UnitVolume =4,452,000
Current 12 Month DollarVolume = $8,156,000

Top Ten Conditioners

Ranked on Current 12 Month PackagesSold

1. Finesse 12z Xtra Body
2. Finesse 11z Regular
3. Suave 16z Balsam Protein Regular
4. Ivory 15z Normal
6. Suave 18z Balsam Protein Xtra Body
6. White Rain 16z Xtra Body
7. Salon Selective 15z Protective
8. Salon Selective 15z Body Building
9. Flex 15z Xtra Body
10. VO5 5z 2pk Hot Oil Salon Formula

the Sundown line will be reduced in price by 20 percent. "We've found consumers are concerned with product value. A major influence for purchase is price," he says.

Parents are also looking for these products to be hypo-allergenic, waterproof, and PABA-free, according to Gillett.

Schering-Plough has expanded its line of Water Babies to include an SPF 45 sunblock lotion.

Tanning Lotions

Tanning products are marketed to younger consumers, especially teenagers. Coppertone's Zinka products have particular appeal to the younger generation. Sold as "the original fashion statement offering sun protection," Zinka incorporates color into its nose- and lip-coats and glitter into its dark tanning oil.

Anticipated new products include tan magnifiers, accelerators, and extenders. Look for "sand-free" oils and towelette applicators.

Although not a new idea, self-tanning lotions are expected to make a big splash this year. As consumers spend less time in the sun, but want to maintain a healthy look, the demand for this product is expected to increase.

With this in mind, Bain de Soleil is "re-launching" its sunless tanning lotion. Elizabeth Arden's self-tanning lotion is also very popular for women who want the look without the rays,

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according to Mark Fay, director of Military Sales for Elizabeth Arden. Tropical Blend is introducing a new sunless tanning gel, joining Coppertone's Sudden Tan and QT Suntan Lotion.

Skin Care

Sales of skin care items rose four to six percent in 1989, according to NAVRESSO figures.

The major trends, according to Revlon's Oestreicher, are toward products that offer more than one benefit, are designed to help a specific problem area, are simple to use, and are portable.

The "more-than-one-benefit" observation is supported by NAVRESSO's reports that the most popular items in this category have added sunscreen to their moisturizers and hand and body lotions. Johnson & Johnson markets a cleansing bar and lotion with an SPF 14 for Retin A users. Elizabeth Arden's Imunage line boasts a moisturizer with factor 15 sunscreen.

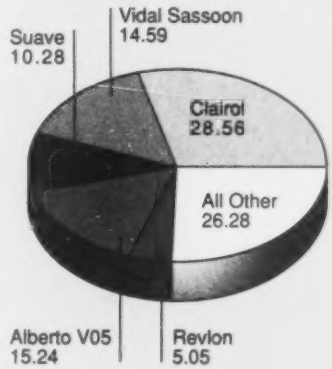
AAFES' Gillett notes that skin treatment product sales within this category have risen ten percent.

AAFES' best selling treatment item is Oil of Olay, commanding seven percent of the market share. Other hot sellers are moisturizers from Revlon and Elizabeth Arden, according to Gillett. "Fashion Fair's Vantex, a skin bleaching cream for women of color, has also been selling well," Gillett adds.

As the baby boomers reach their 40s, more and more treatment product lines are coming out with anti-aging gels, firmers, and anti-wrinkle creams.

Germaine Monteil's Triple Action Firmer is fragrance-free and claims to add elasticity back to skin. Max Factor's Puffy Eye Minimizer promises to combat puffy eyes due to stress and sleepless nights.

MOUSSE/SETTING LOTION
Brand Share
Current 12 Month Dollar Volume



Source: Military Audits of Market Information, Inc. P/E 12 Mo. Feb.1989

Almay has come out with a new product that is an oily skin treatment for adults. "It's the first product on the market that treats adult acne," says Oestreicher. The introduction and success of anti-aging products by major cosmetic firms (such as Estee Lauder's Night Repair, Eyzone, Future Perfect and Skin Defender), have spawned new treatment products by companies like L'Oreal and Revlon, according to Gillett.

L'Oreal's Plenitude line is also doing well in Army and Air Force exchanges.

As treatment products continue to sell well, so do skin care regimens. Regimens include cleansers, toners, moisturizers, masks, and special treatment products designed to be used together on a regular basis.

"Millennium, an entire skin care regimen, has sold especially well for the last three years," says Elizabeth Arden's Fay. "Primary purchasers have been women 45 and older, but we expect this to change as younger women become more aware of the benefits of treatment products," he adds.

"Regimens are popular. We find that although women of all ages purchase

them, they're more heavily supported by women aged 35 and up," observes NAVRESSO's Pleffner.

Hand and Body Lotions

According to Oestreicher, Revlon is seeing an increased demand for hand and body creams. "Our best selling hand/body lotion," says Gillett, "is Vaseline Intensive Care, followed closely by Jergens."

Amick says The Mennen Company has come out with a new lotion with emulsified oil called Rich and Creamy. "The lotion has the moisturizer of an oil, but in the form of a lotion," he says.

Baby skin care products containing aloe have also become popular; and in 1989, Mennen added aloe to its line of Baby Magic products in response to this demand. Johnson & Johnson has added a baby oil mousse to its line of baby care products.

Interestingly enough, 70 percent of Johnson & Johnson baby products sold are actually purchased for adult use, according to Williams. "Because of this, we now advertise directly to adults and suggest using cross placement displays in the baby and skin care sections of the exchanges," says Williams.

On the drawing board are new skin care products for senior citizens. The Mennen Company, according to Amick, is currently testing a line of skin care products for use by the U.S. industry for geriatric patients. The line is expected sometime in the early part of 1991 and will eventually be sold to the general population as well.

Cosmetics

NAVRESSO cosmetic sales have increased an estimated three to five percent in 1989.

Generally, trends in cosmetics tend to follow those trends in skin care products. Cosmetics that contain treatment benefits such as sunscreens and moisturizers are the fastest growing segment of make-up departments. According to Gillett, every major cosmetic line has developed foundations and lipsticks that include these ingredients.

Max Factor's X-rated Lip Gloss, Stretch Mascara, Invisible Make-up, and Revlon's Restorex A are examples of more "high tech" cosmetics that include treatment benefits with sunscreen.

Simply Satin Cosmetics is the first company to market an oil-free foundation with a sunscreen to ethnic consumers. "It's a fallacy that black skin doesn't burn," explains Clarisa Wilson, sales manager of Simply Satin Cosmetics. It will be interesting to see whether other manufacturers pick up on this and whether an entire line of sun care products designed specifically for black skin is developed in the 1990s.

Ethnic cosmetic marketers, according to Wilson, are zeroing in on the desire for fragrance-free and dermatologist-tested products.

"I believe that in the general market, the hot sales tool today is being able to claim your product was not developed through animal testing," says Wilson. I'm seeing manufacturers seeking vendors that can make that claim," she adds.

AAFES' Gillett observes that color cosmetic sales have increased steadily to eight percent in 1989.

Within the color cosmetic category, lipstick and nail polish are the biggest sellers. Revlon leads the pack in this category, according to Gillett.

Lipstick, nail polish, and eye products are very popular among teenage consumers, and they tend to buy primarily from Cover Girl and Maybelline.

Although more and more male rock groups like White Snake, Guns and Roses, Bon Jovi, and Poison are donning eye shadow, liner, mascara, and lipstick, we have yet to notice that trend among male military customers.

Matte-finish Make-up

To the list of trendsetters, Revlon's Oestreicher adds cosmetics envoking the "unpainted face" look and cosmetics designed for portability and application ease.

Look for matte-finish to make a big statement in 1990, according to those in the industry. Ultima II is marketing a brush on foundation with a semi-matte finish and a Matte Plus Collection for lips and eyes. Charles of the Ritz sell a powdery finish lipstick that keys into the skin's undertones. Max Factor's latest is Invisible Make-up — one shade matches all skin types. By using light refraction, Invisible Make-up gives the illusion of perfection without a heavy foundation look.

Revlon's Air Blush is the ultimate in portability. The blush is housed right in the applicator; one gentle squeeze and the brush is coated with blush.

In the 1990s skin and hair care products will continue to address health concerns and adapt to active lifestyles. Beauty products will help combat the negative affects of exposure to sun, wind and pollution and become more and more environmentally safe. Environmental issues will play a role in types of products and packaging we will be purchasing. ■

9TH ANNUAL COMMISSARY SALES REPORT FISCAL YEAR 1989

BY JULIE LEGG

The American Logistics Association is indebted to the Air Force Commissary Service (AFCOMS), the U.S. Army Troop Support Agency (TSA), the Navy Resale and Services Support Office (NAVRESSO), the Marine Corps Commissary Service (MCOMS), and Military Audits of Market Information, Inc. (MAMI) for their invaluable cooperation and assistance with providing the data necessary for this report.

Julie Legg is the former Editor of Interservice *magazine.*
The Editor would like to thank Bill Irwin, Director of Operations for assisting with this report.

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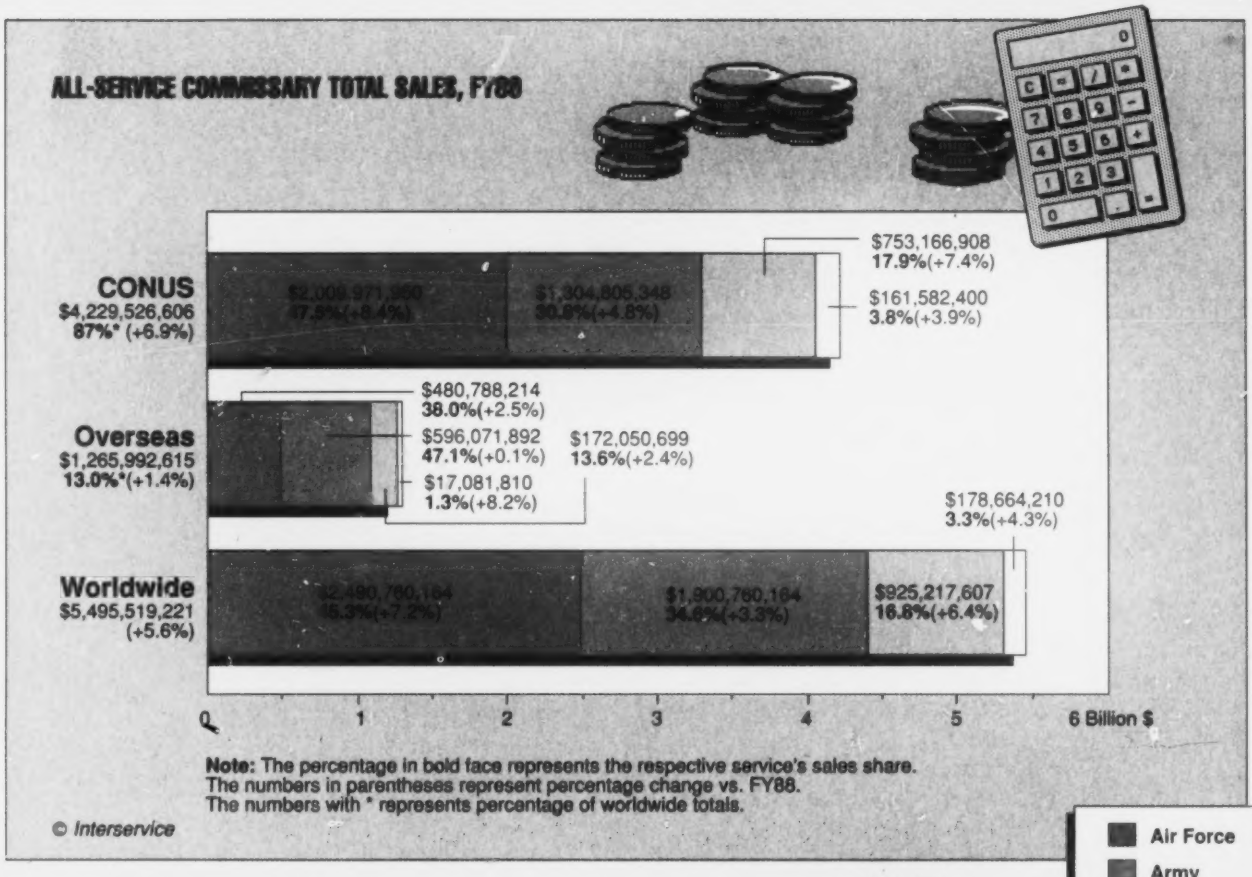
Commissary Store Census

This table provides a geographic breakdown of the number of military commissary stores in operation and reporting sales as of December 31, 1989.

	CONUS
Total DoD	242
Army (TSA)	71
Navy	60
Air Force (AFCOMS)	98
Marine Corps	13

	Overseas
Total DoD	184
Army (TSA)	107
Navy	22
Air Force (AFCOMS)	53
Marine Corps	2

	Worldwide
Total DoD	426
Army (TSA)	178
Navy	82
Air Force (AFCOMS)	151
Marine Corps	15


ALL-SERVICE COMMISSARY TOTAL SALES, FY88
CONUS
$4,229,526,606
87%* (+6.9%)
$2,009,971,350
47.5%(+8.4%)
$1,304,805,348
30.8%(+4.8%)
$753,166,908
17.9%(+7.4%)
$161,582,400
3.8%(+3.9%)
Overseas
$1,265,992,615
13.0%*(+1.4%)
$480,788,214
38.0%(+2.5%)
$596,071,892
47.1%(+0.1%)
$172,050,699
13.6%(+2.4%)
$17,081,810
1.3%(+8.2%)
Worldwide
$5,495,519,221
(+5.6%)
$2,490,760,164
45.3%(+7.2%)
$1,900,760,164
34.6%(+3.3%)
$925,217,607
16.8%(+6.4%)
$178,664,210
3.3%(+4.3%)
0
1
2
3
4
5
6 Billion $
Note: The percentage in bold face represents the respective service's sales share.
The numbers in parentheses represent percentage change vs. FY88.
The numbers with * represents percentage of worldwide totals.
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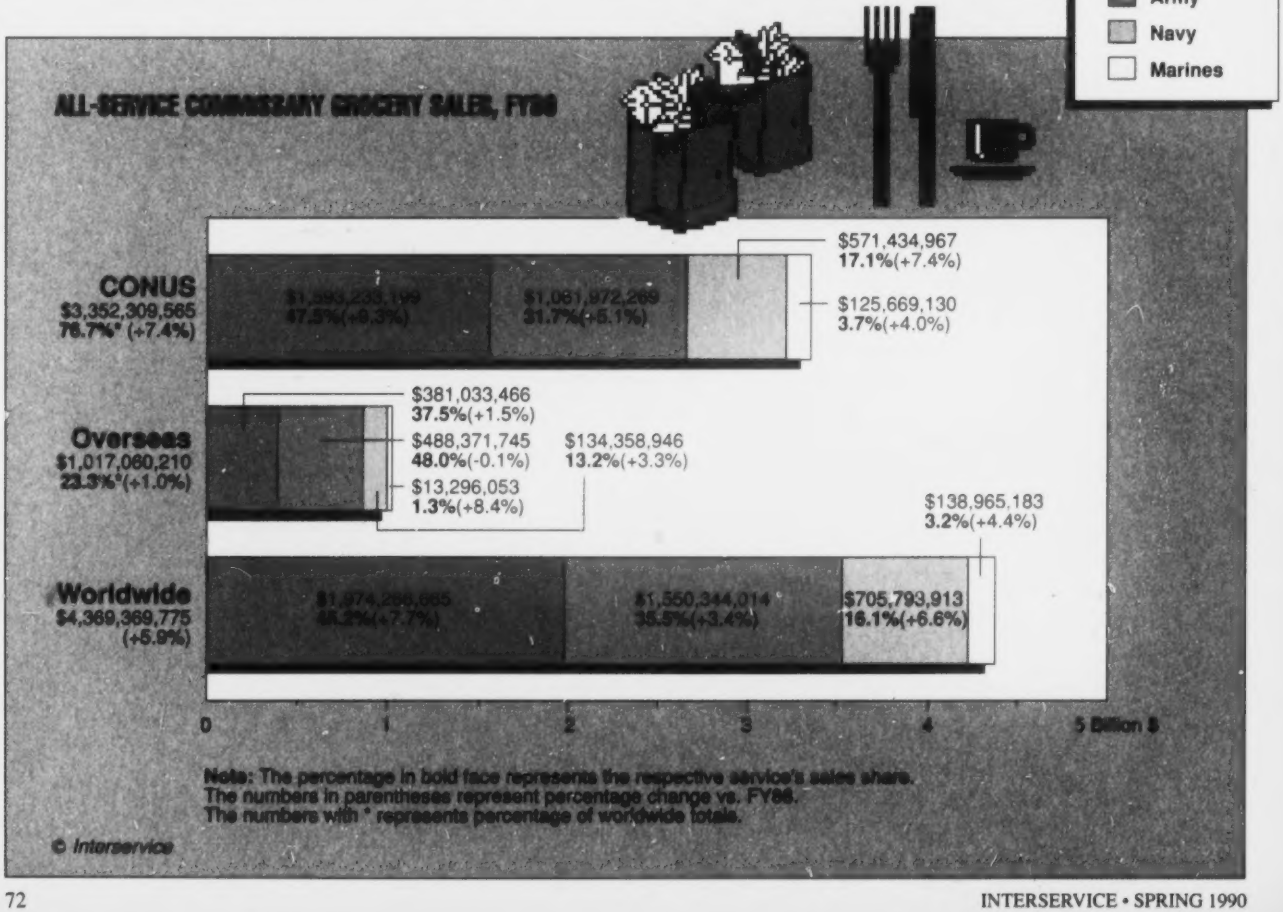
Air Force
Army
Navy
Marines
ALL-SERVICE COMMISSARY GROCERY SALES, FY88
CONUS
$3,352,309,565
76.7%* (+7.4%)
$1,593,233,199
47.5%(+8.3%)
$1,081,972,269
31.7%(+5.1%)
$571,434,967
17.1%(+7.4%)
$125,669,130
3.7%(+4.0%)
Overseas
$1,017,060,210
23.3%*(+1.0%)
$381,033,466
37.5%(+1.5%)
$488,371,745
48.0%(-0.1%)
$134,358,946
13.2%(+3.3%)
$13,296,053
1.3%(+8.4%)
Worldwide
$4,369,369,775
(+5.9%)
$1,974,266,665
45.2%(+7.7%)
$1,550,344,014
35.5%(+3.4%)
$705,793,913
16.1%(+6.6%)
$138,965,183
3.2%(+4.4%)
0
1
2
3
4
5 Billion $
Note: The percentage in bold face represents the respective service's sales share.
The numbers in parentheses represent percentage change vs. FY88.
The numbers with * represents percentage of worldwide totals.
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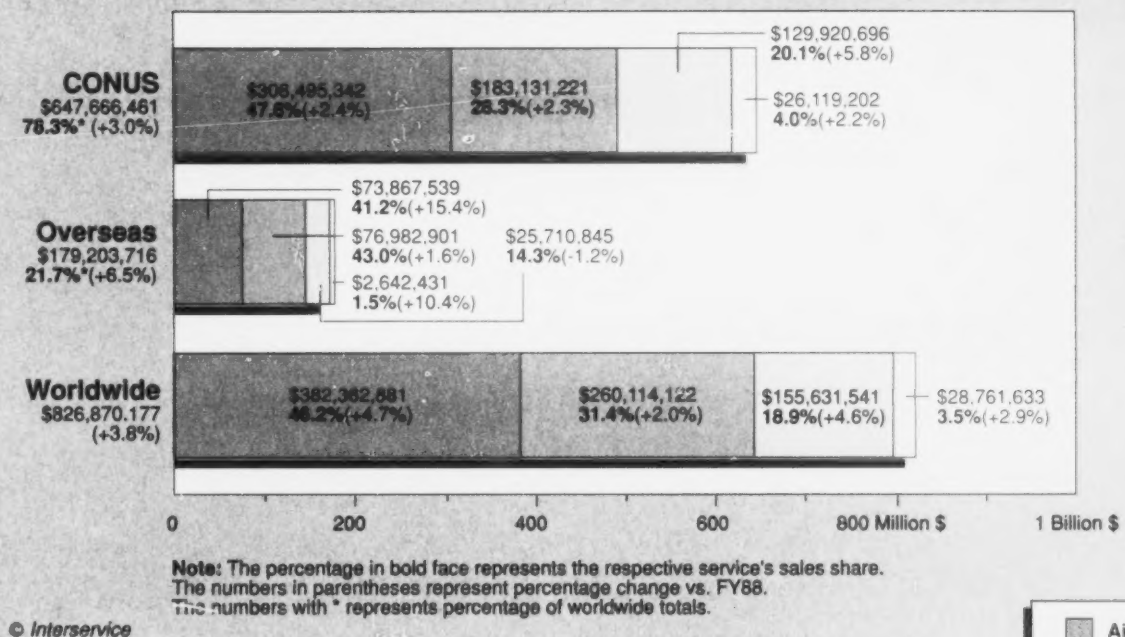
ALL-SERVICE COMMISSARY MEAT SALES, FY89



Note: The percentage in bold face represents the respective service's sales share.
The numbers in parentheses represent percentage change vs. FY88.
The numbers with * represents percentage of worldwide totals.

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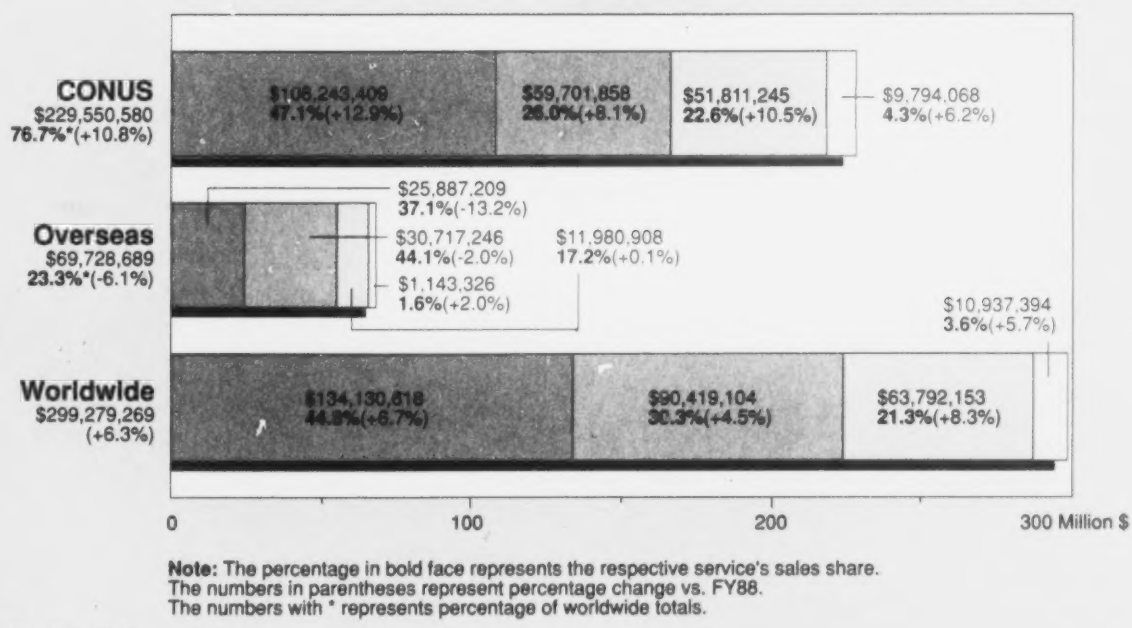
ALL-SERVICE COMMISSARY PRODUCE SALES, FY89



Note: The percentage in bold face represents the respective service's sales share.
The numbers in parentheses represent percentage change vs. FY88.
The numbers with * represents percentage of worldwide totals.

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All-Service Commissary Coupon Redemptions
(FY89)

CONUS	Number	% Share CONUS	% Share Worldwide	$ Value	% Share CONUS	% Share Worldwide
Air Force	118,899,062	49.7	46.3	66,033,201	51.5	47.7
Army	74,500,000	31.2	29.6	44,755,745	34.9	32.4
Navy	39,112,037	16.4	15.9	15,214,526	11.9	11.0
Marine Corps	6,563,392	2.7	2.7	2,328,256	1.8	1.7
CONUS Totals	**239,074,491**	**100.0%**	**94.5%**	**$128,331,728**	**100.0%**	**92.8%**

Overseas	Number	% Share Overseas	% Share Worldwide	$ Value	% Share Overseas	% Share Worldwide
Air Force	9,691,693	53.9	3.8	5,258,180	52.7	3.8
Army	7,200,000	40.0	2.8	4,320,037	43.3	3.1
Navy	791,010	4.4	0.3	293,179	2.9	0.2
Marine Corps	307,188	1.7	0.1	112,687	1.1	0.1
Overseas Totals	**17,989,891**	**100.0%**	**7.0%**	**$ 9,984,083**	**100.0%**	**7.2%**

Worldwide	Number		% Share Worldwide	$ Value		% Share Worldwide
Air Force	128,590,755	-	48.4	71,291,381	-	50.6
Army	81,700,000	-	32.4	49,075,782	-	35.2
Navy	39,903,047	-	16.3	15,507,705	-	12.2
Marine Corps	6,870,580	-	2.9	2,440,943	-	2.0
Worldwide Totals	**257,064,382**	**-**	**100.0%**	**$138,315,811**	**-**	**100.0%**

All-Service Commissary Surcharge Expense Distribution
(FY89)

Total surcharge sales dollars	AFCOMS 121,721,410	TSA 94,443,000	Navy 46,425,000	Marine Corps 8,870,526
% surcharge $ distributed to:				
Construction	49.9	36.5	33.0	5.0
Operating & office supplies	22.2	20.5	20.0	19.1
Utilities	9.1	11.3	16.7	18.9
Maintenance & services	13.6	17.5	14.1	17.8
Store Equipment	5.2	14.2	16.2	12.0
Total	**100.0**	**100.0**	**100.0**	**72.8**

TOTAL CONUS DOLLAR SALES TRENDS

Military Audits of Market Information collects scanner data from 137 CONUS commissaries representing 80% of total grocery sales. Sales data included in this report is statistically projected to represent total grocery sales for the 12-month period ending December 1989. Dollar sales trends do not necessarily match the unit sales trends for the same time period.

DRY GROCERY: FOOD	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Ready-To-Eat Cereals	$129,000,000	10.3%	10.8%	9.7%	9.4%
Canned Vegetables	$55,933,000	3.4%	2.7%	3.9%	4.3%
Baby Formula	$28,126,000	8.8%	4.7%	3.6%	23.3%
Canned Tuna	$27,669,000	−7.9%	−7.2%	−8.9%	−9.3%
Peanut Butter	$22,911,000	3.4%	2.8%	3.5%	5.3%
Main Meals & Side Dishes	$22,334,000	9.8%	11.3%	7.5%	8.6%
Dessert Mixes	$22,084,000	−13.8%	−13.4%	−13.8%	−13.2%
Cooking & Salad Oil	$21,810,000	−3.8%	−4.2%	−4.6%	−3.1%
Pickles/Relishes/Olives	$21,020,000	0.2%	−0.3%	2.1%	−2.0%
Spices & Extracts	$20,483,000	1.3%	1.2%	0.5%	1.4%
Pasta	$16,424,000	7.4%	7.5%	6.1%	8.2%
Hot Cereals	$16,237,000	8.9%	9.4%	7.4%	8.7%
Dried Rice	$15,438,000	2.1%	0.6%	−4.2%	21.1%
Jams/Jellies/Preserves/Marmalades	$13,180,000	2.8%	3.4%	2.6%	0.7%
Mayonnaise	$12,929,000	−0.5%	−1.5%	−0.2%	0.0%
Baking Ingredients	$12,243,000	−6.6%	−6.2%	−4.1%	−6.5%
Tomato Sauce/Tomato Paste	$10,154,000	−2.9%	−1.4%	−3.5%	−4.2%
Ketchup	$9,931,000	−0.8%	−2.7%	−0.1%	−1.0%
Dry Sauce Mixes	$9,595,000	4.9%	5.5%	3.6%	5.2%
Toaster Pastries	$9,316,000	12.6%	13.3%	13.6%	11.7%
Mexican Table Sauces	$8,831,000	14.1%	11.1%	17.9%	19.4%
Oriental Noodles	$8,799,000	3.2%	2.1%	3.7%	5.2%
Shelf Stable Microwaveable Lunches	$6,442,000	108.9%	90.7%	135.9%	105.3%
Canned Pineapple	$5,427,000	1.3%	0.9%	3.7%	−0.5%
Specialty & Mashed Potatoes	$5,420,000	−2.8%	−2.9%	−0.8%	−6.1%
Flour	$5,111,000	3.2%	3.7%	5.9%	1.8%
Gourmet Spice	$1,775,000	−5.8%	−9.4%	−2.2%	−4.4%

FROZEN FOODS	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Frozen Regular Vegetables	$32,672,000	13.3%	12.1%	11.4%	15.5%
Frozen Dinners	$27,985,000	−2.1%	0.6%	−6.7%	−2.0%
Frozen Diet Dinners & Entrees	$25,891,000	6.5%	9.1%	−2.8%	9.4%
Frozen Fish & Seafood	$24,113,000	−5.1%	−4.7%	−5.3%	−6.6%
Frozen Pizza	$23,613,000	−0.6%	−0.7%	−2.6%	0.4%
Frozen Novelties	$16,633,000	0.4%	2.3%	−5.2%	0.7%
Frozen Potatoes	$13,425,000	−2.0%	−3.8%	−3.0%	0.7%
Frozen Mexican Food	$11,995,000	7.6%	6.5%	3.4%	10.4%
Frozen Raw Chicken	$11,932,000	14.5%	10.5%	20.0%	16.6%
Frozen Desserts	$9,685,000	4.2%	5.1%	2.7%	4.2%
Frozen Boneless/Breaded Chicken	$9,051,000	−8.9%	−12.1%	−5.7%	−4.6%
Frozen Fast Foods/Snacks	$8,878,000	19.3%	26.2%	20.6%	9.6%
Frozen Shrimp	$7,510,000	−7.8%	−7.7%	−7.7%	−9.8%
Frozen Waffles	$5,516,000	29.0%	35.5%	23.6%	25.6%
Frozen Pies	$5,150,000	10.6%	13.8%	7.9%	9.2%

DAIRY	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Natural Cheese	$50,065,000	0.8%	3.1%	0.0%	1.2%
Margarines/Blends/Spreads	$30,394,000	8.8%	8.9%	8.1%	9.2%
Yogurt	$16,086,000	−4.7%	−3.3%	−8.9%	−3.8%

BEVERAGES/BEVERAGE RELATED	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Carbonated Beverages	$137,000,000	−2.1%	−1.5%	−3.6%	N/A
Ground Coffee	$63,696,000	−6.3%	−6.3%	−6.8%	−6.1%
Instant Coffee	$23,061,000	−9.1%	−8.2%	−10.4%	−8.4%
Aseptic Packaged Drinks	$16,296,000	15.0%	16.5%	12.3%	17.2%
Instant Tea	$7,083,000	−8.1%	−8.5%	−8.3%	−9.9%
Coffee Non-Dairy Creamer	$6,329,000	−2.8%	−2.6%	−4.7%	−1.5%
Milk Modifiers	$5,023,000	−3.7%	−3.6%	−3.5%	−5.1%
Cocoa	$4,866,000	−4.2%	−1.2%	−5.9%	−6.7%
Pineapple Juice & Blends (NOV)	$4,681,000	13.9%	17.4%	6.4%	17.8%

SNACK FOODS	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Cookies	$51,529,000	5.3%	4.4%	6.2%	5.8%
Crackers	$38,374,000	6.3%	6.9%	6.2%	6.5%
Snack Nuts	$19,752,000	−3.7%	−4.1%	−3.4%	−3.2%
Nutritional Snacks	$17,690,000	−4.4%	−5.6%	−5.3%	−4.1%
Unpopped Popcorn	$15,459,000	−1.6%	−2.4%	0.0%	−4.0%
Misc. Salty Snacks	$10,811,000	2.5%	0.5%	1.2%	1.0%
Dried Fruit	$10,210,000	−1.9%	−1.1%	−3.0%	−1.8%
Cheese Puffs	$4,526,000	3.3%	3.4%	3.5%	2.5%
Meat Snacks	$3,548,000	−0.6%	2.4%	−4.5%	−7.8%

CONFECTIONERY	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Chocolate Candy	$44,039,000	−2.4%	−3.2%	−4.4%	2.2%
Gum	$9,138,000	0.4%	0.6%	1.4%	−2.4%
Hard Roll Candy/Breath Mints	$3,660,000	8.9%	9.9%	9.3%	5.4%

HEALTH & BEAUTY AIDS	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Hand/Bath Soap	$30,721,000	2.2%	3.3%	1.0%	2.0%
Internal Analgesics	$22,303,000	−0.8%	−0.8%	−1.3%	−1.0%
Toothpaste	$20,024,000	−3.5%	−5.0%	−3.4%	−1.7%
Shampoo	$19,234,000	1.7%	2.0%	0.8%	1.6%
Deodorants	$17,879,000	−1.8%	−1.9%	−1.9%	−2.5%
Baby Needs	$14,677,000	−2.0%	−2.5%	−3.5%	−0.3%
External Feminine Protection	$13,429,000	−5.2%	−6.3%	−4.7%	−4.3%
Mouthwash	$13,344,000	7.0%	6.9%	5.5%	8.5%
Conditioner	$8,126,000	0.8%	2.4%	−2.6%	1.6%
Internal Feminine Protection (NOV)	$6,713,000	2.6%	3.2%	2.3%	2.8%
Antacids	$6,295,000	1.1%	3.5%	−1.4%	−0.6%
Toothbrushes	$5,001,000	5.3%	6.3%	5.0%	3.2%
Eyecare/Eyedrops	$4,283,000	14.1%	15.8%	10.2%	17.7%
Children's Vitamins	$2,347,000	−1.3%	−3.2%	3.2%	−3.3%
First Aid	$2,056,000	−3.0%	−1.6%	−6.1%	−3.5%
Sinus Analgesics	$2,032,000	−0.2%	1.2%	−2.2%	−2.4%
Allergy Relief (SEP)	$1,326,000	13.6%	12.0%	12.3%	22.0%
Calcium Supplements (NOV)	$859,000	−3.1%	0.3%	−7.2%	−10.5%

DRY GROCERY: NON-FOOD

	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Cigarettes	$370,000,000	4.2%	5.2%	2.8%	N/A
Heavy Duty Laundry Detergent	$83,151,000	2.2%	3.1%	1.5%	2.3%
Disposable Diapers	$66,521,000	3.8%	2.5%	1.5%	8.1%
Refuse Bags	$23,619,000	6.0%	6.7%	6.4%	3.5%
Paper/Plastic Plates/Cups	$16,335,000	7.3%	8.2%	8.3%	4.2%
Plastic Food Bags & Wrap	$16,080,000	4.3%	4.0%	4.3%	5.2%
Automatic Dish Detergent	$14,677,000	−6.1%	−7.4%	−5.2%	−6.3%
Batteries	$9,248,000	11.7%	10.8%	11.4%	13.4%
Air Freshners	$8,541,000	20.6%	24.7%	18.3%	18.7%
Smokeless Tobacco	$6,151,000	15.5%	12.8%	19.4%	−3.2%
Bathroom Cleaners	$3,730,000	3.5%	4.6%	4.0%	3.6%
Laundry Starch	$2,985,000	−1.2%	0.3%	−2.5%	−2.5%
Rug & Room Deodorizers	$2,645,000	0.1%	3.4%	−0.7%	−5.1%
Automatic Dishwasher Additives	$1,278,000	39.5%	33.7%	42.2%	48.7%

PET FOODS

	Total CONUS Dollar Sales Curr 12 Mo End Dec 1989	Total CONUS Percent Change '88 vs. '89	AFCOMS Percent Change '88 vs. '89	TSA Percent Change '88 vs. '89	NAVRESSO Percent Change '88 vs. '89
Dog Food, Dry	$32,228,000	4.9%	3.1%	2.9%	17.8%
Dog Food, Wet	$18,888,000	4.3%	6.0%	5.2%	1.0%
Cat Food, Wet	$18,501,000	2.8%	3.8%	1.4%	3.3%
Cat Food, Dry	$12,464,000	3.6%	4.1%	2.2%	4.2%
Dog/Cat Snacks	$12,385,000	5.9%	5.6%	7.1%	5.7%
Dog Food, Semi-Moist	$3,466,000	−15.7%	−14.8%	−15.1%	−21.5%
Cat Food, Semi-Moist	$3,009,000	−13.1%	−13.4%	−10.8%	−16.4%

SOURCE: MILITARY AUDITS OF MARKET INFORMATION, INC.

BELIEVE IT OR NOT

Can you name the largest commissary in each Service?

1. Air Force's MacDill AFB, FL (54,073 sq.ft.)
2. Navy's Imperial Beach, CA (38,600 sq.ft.)
3. Army's Fort Bragg, NC (38,260 sq.ft.)
4. Marine Corps' Camp Pendleton, CA (26,000 sq.ft.)

All-Service Commissary Sales by Geographic Locations

Country	DoD Total	% of DoD	Air Force	Army	Navy	USMC
Australia	757,002	0.08			757,002	
Azores	5,466,987	0.56	5,466,987			
Belgium	8,182,064	0.84	196,757	7,985,307		
Bermuda	4,544,025	0.47			4,544,025	
Canada	810,498	0.08			810,498	
Cuba	6,784,121	0.70			6,784,121	
Egypt	1,891,367	0.20		1,891,367		
Germany	486,272,484	50.17	110,646,099	375,626,385		
Greece	8,208,506	0.85	8,208,506			
Iceland	4,614,497	0.48			4,614,497	
Italy	38,809,937	4.00	12,445,551	10,624,646	15,739,740	
Japan	116,797,710	12.05	85,937,082	8,858,808	18,088,432	3,913,388
Korea	90,328,419	9.32	26,110,295	63,657,118	561,006	
Netherlands	10,574,916	1.09	4,820,047	5,754,869		
Norway	1,285,619	0.13	1,285,619			
Panama	29,638,463	3.06		29,638,463		
Philippines	44,499,334	4.59	30,261,160		14,238,174	
Saudi Arabia	3,448,576	0.36		3,448,576		
Spain	21,162,405	2.18	13,405,233		7,757,172	
Turkey	11,730,330	1.21	11,730,330			
United Kingdom	73,442,304	7.58	65,558,675		7,883,629	
Totals	**$969,249,564**	**100.00%**	**$376,072,341**	**$507,485,539**	**$81,778,296**	**$3,913,388**

BELIEVE IT OR NOT

Of the military commissaries, do you know which reported the highest FY89 store increases?

They are:

1. Navy's Norfolk, VA (+52.6%)
2. Army's Fort Drum, NY (+41.9%)
3. Army's West Point, NY (+33.0%)
4. Navy's Charlestown NWS, SC (+25.1%)
5. Air Force's Brooks AFB, TX (+22.7%)
6. Navy's San Diego NS, CA (+22.7%)

State	DoD Total	% of DoD	Air Force	Army	Navy	USMC
Alabama	107,027,164	2.36	37,511,727	69,515,437		
Alaska	68,741,892	1.52	36,992,931	26,922,685	4,826,276	
Arizona	113,167,247	2.50	84,718,608	21,477,102		6,971,537
Arkansas	38,942,017	0.86	38,942,017			
California	691,473,768	15.28	276,278,455	71,459,285	277,355,359	66,380,669
Colorado	129,208,120	2.85	87,682,197	41,525,923		
Connecticut	22,830,825	0.50			22,830,825	
Delaware	20,779,840	0.46	20,779,840			
District of Columbia	48,059,015	1.06	22,724,633	25,334,382		
Florida	318,534,580	7.04	211,089,756		107,444,824	
Georgia	176,705,224	3.90	31,901,687	131,143,889	7,797,745	5,861,903
Guam	36,436,680	0.81	19,066,566		17,370,114	
Hawaii	157,587,480	3.48	48,656,376	37,501,728	58,260,954	13,168,422
Idaho	11,438,932	0.25	11,438,932			
Illinois	80,073,899	1.77	50,342,073	29,731,826		
Indiana	45,867,208	1.01	10,303,647	19,089,911	16,473,650	
Iowa						
Kansas	64,611,276	1.43	18,069,143	46,542,133		
Kentucky	81,452,604	1.80		81,452,604		
Louisiana	80,454,007	1.78	49,902,732	20,824,587	9,726,688	
Maine	25,166,587	0.56	14,092,187		11,074,400	
Maryland	131,987,735	2.92	39,763,467	75,324,836	16,899,432	
Massachusetts	37,529,470	0.83	20,017,624	17,511,846		
Michigan	33,516,988	0.74	19,038,642	14,478,346		
Minnesota						
Mississippi	53,880,124	1.19	44,449,843		9,430,281	
Missouri	32,671,979	0.72	10,735,844	21,936,135		
Montana	14,628,046	0.32	14,628,046			
Nebraska	35,278,065	0.78	35,278,065			
Nevada	46,317,556	1.02	43,870,900		2,446,656	
New Hampshire	21,655,095	0.48	21,655,095			
New Jersey	76,108,558	1.68	54,744,303	18,482,569	2,881,686	
New Mexico	65,024,600	1.44	60,950,129	4,074,471		
New York	89,766,585	1.98	30,388,316	44,193,145	15,185,124	
North Carolina	124,691,847	2.75	16,644,772	57,458,830		50,588,245
North Dakota	21,305,725	0.47	21,305,725			
Ohio	47,546,005	1.05	47,546,005			
Oklahoma	91,078,936	2.01	58,109,165	32,969,771		
Pennsylvania	43,384,078	0.96		34,257,103	9,126,975	
Puerto Rico	33,976,999	0.75		24,161,940	9,815,059	
Rhode Island	13,890,657	0.31			13,890,657	
South Carolina	119,779,264	2.65	57,543,916	30,453,869	23,658,571	8,122,908
South Dakota	15,964,719	0.35	15,964,719			
Tennessee	23,496,557	0.52	4,411,251		19,085,306	
Texas	426,048,149	9.41	257,175,809	156,992,179	11,880,161	
Utah	26,948,042	0.60	25,293,605	1,654,437		
Vermont						
Virginia	375,149,288	8.29	45,336,433	186,668,123	119,487,594	23,657,138
Washington	193,190,265	4.27	86,446,682	50,252,609	56,490,974	
West Virginia						
Wisconsin						
Wyoming	12,895,960	0.28	12,895,960			
Total	**$4,526,269,657**	**100.00%**	**$2,114,687,823**	**$1,393,391,701**	**$843,439,311**	**$174,750,822**

Air Force Commissary Sales
(FY89)

Air Force Commissary Coupon Redemptions
(FY89)

CONUS	Number	% Share CONUS	% Share Worldwide	$ Value	% Share CONUS	% Share Worldwide
California	16,184,215	13.6	12.6	8,672,440	13.1	12.1
North Central	15,096,327	12.7	11.7	8,348,242	12.6	11.7
Northeast	15,448,923	13.0	12.0	8,890,357	13.5	12.5
Northwest*	9,380,754	7.9	7.3	5,336,030	8.1	7.5
South Central	20,555,163	17.3	16.0	11,318,451	17.1	15.9
Southern	27,415,453	23.1	21.3	15,972,897	24.2	22.4
Southwest	14,818,227	12.4	11.5	7,494,784	11.4	10.5
CONUS Totals	**118,899,062**	**100.0%**	**92.4%**	**$ 66,033,201**	**100.0%**	**92.6%**

Overseas	Number	% Share Overseas	% Share Worldwide	$ Value	% Share Overseas	% Share Worldwide
Andersen AFB, Guam	276,096	2.9	0.2	110,317	2.1	0.1
Ankara, Turkey	28,713	N	N	16,664	0.3	N
Aviano AB, Italy	107,232	1.1	0.1	54,387	1.0	N
Clark AB, PI	805,998	8.3	0.6	406,892	7.8	0.6
Germany Complex	2,569,591	26.5	2.0	1,218,817	23.2	1.7
Greece Complex	121,573	1.3	0.1	79,275	1.5	0.1
Hickam AFB, HI	1,734,673	17.9	1.3	1,121,814	21.3	1.6
Incirlik, Turkey	68,659	0.7	0.1	29,701	0.6	N
Izmir, Turkey	30,249	0.3	N	15,700	0.3	N
Lajes Field, Azores	150,810	1.6	0.1	60,392	1.1	N
Misawa AB, Japan	281,756	2.9	0.2	120,945	2.3	0.1
Okinawa Complex	956,490	10.0	0.7	481,954	9.2	0.7
Osan & Kunsan, Korea	363,407	3.8	0.3	359,741	6.9	0.5
San Vito & Comiso, Italy	99,722	1.0	0.1	54,360	1.0	0.1
Soesterberg, NL	107,744	1.1	0.1	42,831	0.8	N
Spain Complex	245,231	2.6	0.2	232,355	4.4	0.3
UK Complex	1,433,818	14.8	1.1	698,149	13.3	1.0
Yokota AB, Japan	309,931	3.2	0.2	153,886	2.9	0.2
Overseas Totals	**9,691,693**	**100.0%**	**7.6%**	**$ 5,258,180**	**100.0%**	**7.4%**
Worldwide Totals	**128,590,755**		**100.0%**	**$71,291,381**		**100.0%**

Notes: Details may not add to totals due to rounding. N = Not significant: less than one-tenth of one percent.
* Includes Alaska stores.

Air Force Commissary Sales
(FY89)

CONUS

California Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Beale AFB, CA	6	16,009,446	79	17	4	9.9	15,392	87	0.38
Castle AFB, CA	7	21,412,577	80	16	4	10.1	19,980	89	0.51
Edwards AFB, CA	6	15,883,049	79	16	5	9.0	22,696	58	0.38
George AFB, CA	6	17,373,778	78	17	5	8.7	13,207	110	0.41
Los Angeles AFB, CA	5	12,959,204	80	15	5	12.5	23,270	46	0.31
March AFB, CA	8	30,585,006	79	16	5	7.0	24,232	105	0.72
Mather AFB, CA	8	33,684,580	78	17	5	3.8	28,011	100	0.80
McClellan AFB, CA	8	36,060,370	79	16	5	17.0	34,418	87	0.85
Nellis AFB, NV	8	43,870,900	80	15	5	13.0	39,401	93	1.04
Norton AFB, CA	8	31,666,255	79	16	5	6.5	36,418	72	0.75
Travis AFB, CA	8	41,421,419	78	17	5	14.6	34,137	101	0.98
Vandenberg AFB, CA	7	19,222,771	79	16	5	4.0	26,496	60	0.45
Region Totals		**$320,140,355**	**79%**	**16%**	**5%**	**9.9%**	**317,658**	**$84**	**7.57%**

North Central Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Belle Fourche AFS, SD	1	234,041	100	0	0	/a	2,015	10	0.01
Calumet AFS, MI	1	34,204	100	0	0	/b	1,797	8	/d
Chanute AFB, IL	6	14,590,321	79	16	5	4.4	26,840	45	0.34
Dickinson AFS, ND	1	249,358	100	0	0	14.7	2,015	10	0.01
Ellsworth AFB, SD	6	15,730,678	80	15	5	7.4	17,596	74	0.37
F.E. Warren AFB, WY	5	12,527,935	81	15	4	5.4	23,772	44	0.30
Forsyth AFS, MT	1	216,098	100	0	0	13.3	2,015	9	0.01
Grand Forks AFB, ND	5	11,273,737	80	16	4	7.3	16,422	57	0.27
Grissom AFB, IN	5	10,303,647	81	15	4	7.5	17,021	50	0.24
K.I. Sawyer AFB, MI	4	9,327,056	80	15	5	2.6	17,428	45	0.22
McConnell AFB, KS	6	18,069,143	80	15	5	9.3	15,935	94	0.43
Minot AFB, ND	5	9,782,630	80	15	5	2.4	15,329	53	0.23
Offutt AFB, NE	8	35,278,065	80	15	5	7.4	32,214	91	0.83
Port Austin AFS, MI	1	40,364	100	0	0	/b	1,400	14	/d
Scott AFB, IL	8	35,751,752	78	16	6	15.7	33,691	88	0.85
Whiteman AFB, MO	5	10,735,844	81	15	4	6.7	18,313	49	0.25
Wright-Patterson AFB, OH	8	47,546,005	79	16	5	7.4	38,100	104	1.12
Wurtsmith AFB, MI	4	9,637,018	81	14	5	9.1	16,319	49	0.23
Region Totals		**$241,327,896**	**80%**	**15%**	**5%**	**7.9%**	**298,222**	**$67**	**5.70%**

/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes; data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:

Class 1 Up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 Over $2,000,000

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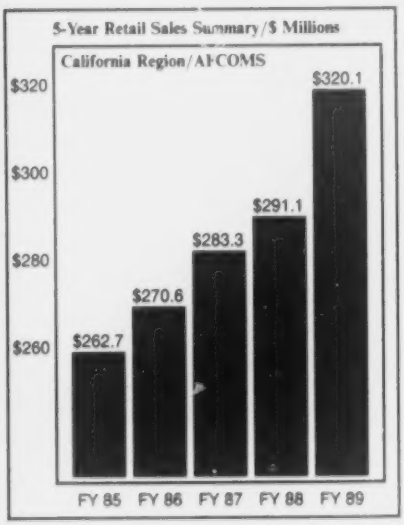
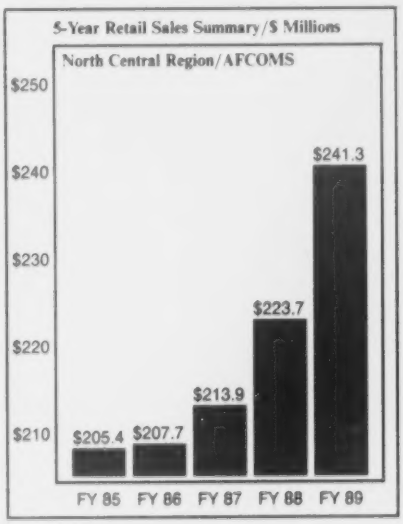
Air Force Commissary Sales
(FY89)

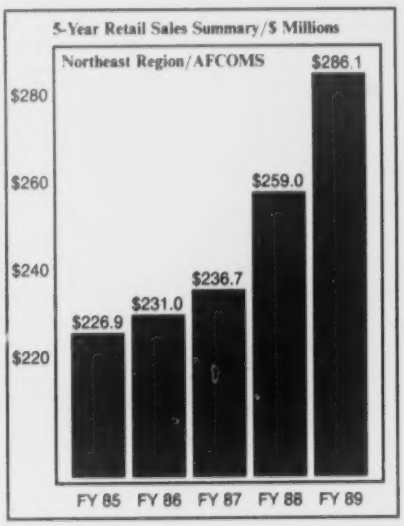
CONUS

Northeast Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Andrews AFB, MD	8	39,763,467	77	17	6	16.8	40,810	81	0.94
Bangor AFB, MD	2	4,429,245	84	12	4	/a	7,850	47	0.10
Bolling AFB, DC	7	22,724,633	75	18	7	8.1	23,808	80	0.54
Dover AFB, DE	7	20,779,840	80	16	4	4.8	26,083	66	0.49
Griffiss AFB, NY	6	17,346,106	80	15	5	14.8	16,231	89	0.41
Hanscom AFB, MA	7	20,017,624	79	16	5	8.4	29,728	56	0.47
Langley AFB, VA	8	45,336,433	78	17	5	14.4	37,448	101	1.07
Loring AFB, ME	5	9,662,942	80	15	5	n/a	19,052	42	0.23
McGuire AFB, NJ	8	54,744,303	78	17	5	5.7	40,837	112	1.29
Pease AFB, NH	7	21,655,095	81	15	4	7.7	28,210	64	0.51
Plattsburgh AFB, NY	5	13,042,210	81	15	4	9.4	12,906	84	0.31
Seymour-Johnson AFB, NC	6	16,644,772	78	17	5	8.8	17,035	81	0.39
Region Totals		**$286,146,670**	**79%**	**16%**	**5%**	**8.8%**	**299,998**	**$79**	**6.37%**







Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy commissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes, data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:

Class 1 Up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 Over $2,000,000

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Air Force Commissary Sales
(FY89)

CONUS

Northwest Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Conrad AFS, MT	1	140,323	100	0	0	/a	2,015	6	/d
Fairchild AFB, WA	7	26,218,373	81	14	5	7.9	30,262	72	0.62
Havre AFS, MT	1	190,695	100	0	0	0.4	2,015	8	/d
Hill AFB, UT	7	25,293,605	80	15	5	4.9	16,159	130	0.60
Malmstrom AFB, MT	5	14,080,930	81	14	5	14.5	23,798	49	0.33
McChord AFB, WA	8	60,228,309	79	16	5	15.9	46,988	107	1.42
Mt. Home AFB, ID	5	11,427,996	82	14	4	1.1	16,449	58	0.27
Powell AFS, WY	1	368,025	100	0	0	-0.4	2,566	12	0.01
Wilder AFS, ID	1	10,936	100	0	0	/c	2,100	5	/d
Region Totals		**$137,959,192**	**80%**	**15%**	**5%**	**10.5%**	**142,352**	**$81**	**3.25%**

South Central Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Altus AFB, OK	5	10,527,371	78	16	6	3.7	19,880	44	0.25
Bergstrom AFB, TX	8	36,762,621	79	16	5	7.6	35,327	87	0.87
Brooks AFB, TX	4	7,819,053	80	15	5	22.7	16,216	40	0.18
Carswell AFB, TX	8	53,359,686	79	16	5	10.6	48,682	91	1.26
Dyess AFB, TX	6	17,190,985	80	15	5	5.6	22,362	64	0.41
Goodfellow AFB, TX	4	10,545,830	79	15	6	21.3	17,322	51	0.25
Kelly AFB, TX	4	7,921,591	79	17	4	3.7	19,176	34	0.19
Lackland AFB, TX	8	46,785,892	78	17	5	7.5	39,954	98	1.11
Laughlin AFB, TX	3	5,395,212	81	14	5	3.2	17,800	25	0.13
Randolph AFB, TX	8	44,645,500	78	16	6	7.4	32,414	115	1.06
Sheppard AFB, TX	7	19,304,909	79	15	6	2.4	23,603	68	0.46
Tinker AFB, OK	8	42,438,401	80	15	5	11.2	46,477	76	1.00
Vance AFB, OK	3	5,143,393	78	17	5	8.2	12,383	35	0.12
Region Totals		**$307,840,444**	**79%**	**16%**	**5**	**8.5%**	**351,596**	**$73**	**7.28%**

/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes; data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 Over $2,000,000

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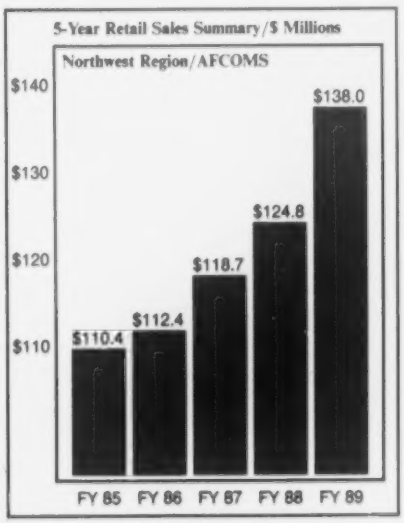
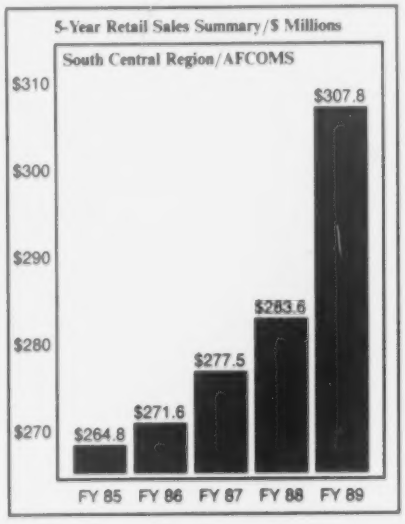
Air Force Commissary Sales
(FY89)

Southern Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Arnold AFS, TN	3	4,411,251	85	12	3	8.8	8,040	46	0.10
Avon Park, FL	1	1,764,486	100	0	0	5.0	1,650	89	0.04
Barksdale AFB, LA	8	36,561,117	79	16	5	2.5	31,707	96	0.86
Charleston AFB, SC	8	29,232,035	78	17	5	3.8	30,821	79	0.69
Columbus AFB, MS	4	9,343,552	80	15	5	-5.0	20,643	38	0.22
Eaker AFB, AR	5	8,919,923	80	15	5	9.4	13,546	55	0.21
Eglin AFB, FL	8	37,641,207	78	16	6	8.8	22,656	138	0.89
England AFB, LA	6	13,341,615	78	17	5	5.6	13,904	80	0.32
Gunter AFB, AL	5	11,414,679	78	17	5	5.1	17,330	55	0.27
Homestead AFB, FL	8	30,335,789	78	16	6	6.6	27,600	92	0.72
Hurlburt Fld, FL	6	13,937,465	80	15	5	9.2	11,917	97	0.33
Keesler AFB, MS	8	35,106,291	79	16	5	5.7	31,976	91	0.83
Little Rock AFB, AR	8	30,022,094	79	16	5	4.9	30,102	83	0.71
MacDill AFB, FL	8	64,893,642	79	16	5	11.2	54,073	100	1.53
Maxwell AFB, AL	7	26,097,048	78	16	6	8.3	31,580	69	0.62
Moody AFB, GA	5	11,191,281	78	17	5	1.2	17,583	53	0.26
Myrtle AFB, SC	5	11,352,360	78	17	5	3.9	11,272	84	0.27
Patrick AFB, FL	8	39,831,306	77	17	6	8.9	30,921	107	0.94
Robins AFB, GA	7	20,710,406	80	15	5	11.6	26,522	65	0.49
Shaw AFB, SC	6	16,959,521	77	18	5	7.1	17,123	83	0.40
Tyndall AFB, FL	7	22,685,861	78	16	6	7.2	25,981	73	0.54
Region Totals		**$475,752,929**	**79%**	**16%**	**5%**	**6.8%**	**476,947**	**$83**	**10.61%**





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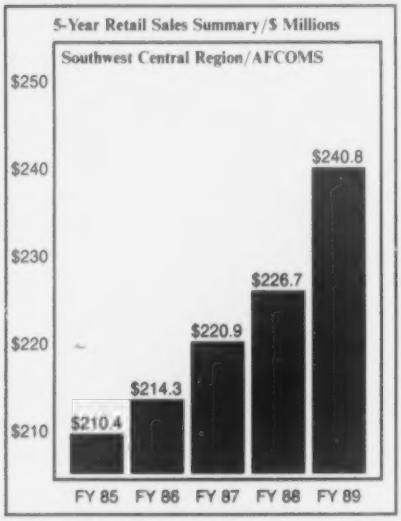
Air Force Commissary Sales
(FY89)

Southwest Region/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Cannon AFB, NM	4	9,421,683	80	15	5	8.5	17,913	44	0.22
Davis-Monthan AZ	8	32,111,192	79	15	6	0.2	25,181	106	0.76
Gila Bend AFS, AZ	1	380,758	100	0	0	-3.7	2,663	12	0.01
Holbrook AFS, AZ	1	243,392	100	0	0	-12.5	708	29	0.01
Holloman AFB, NM	6	14,360,991	80	15	5	2.2	24,668	49	0.34
Kirtland AFB, NM	8	37,167,455	79	15	6	11.6	43,793	71	0.88
LaJunta AFS, CO	1	148,598	100	0	0	/c	1,488	20	0.00
Lowry AFB, CO	8	37,522,084	78	16	6	5.1	38,796	81	0.89
Luke AFB, AZ	8	31,595,198	80	15	5	7.7	23,700	111	0.75
Peterson AFB, CO	8	33,714,410	78	16	6	6.2	31,890	88	0.80
Reese AFB, TX	4	7,444,530	80	15	5	6.0	18,700	33	0.18
USAF Academy, CO	6	16,297,105	76	17	7	6.6	16,767	81	0.39
Williams AFB, AZ	7	20,388,068	80	15	5	8.0	22,630	75	0.48
Region Totals		**$240,795,464**	**79%**	**15%**	**6%**	**6.2%**	**268,897**	**$75**	**5.69%**



BELIEVE IT OR NOT

Can you name the five commissaries with the largest amount of total square feet?

They are:

1. MacDill AFB, FL (54,073)
2. Carswell AFB, TX (48,682)
3. McChord AFB, WA (46,988)
4. Tinker AFB, OK (46,477)
5. Kirtland AFB, NM (43,793)

/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes; data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:

Class 1 Up to $100,000
Class 2 $100,001–$300,000
Class 3 $300,001–$500,000
Class 4 $500,001–$750,000
Class 5 $750,001–$1,000,000
Class 6 $1,000,001–$1,500,000
Class 7 $1,500,001–$2,000,000
Class 8 Over $2,000,000

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Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Air Force Commissary Sales
(FY89)

OVERSEAS

Alaska Stores/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Eielson AFB, AK	4	9,131,048	79	15	6	7.1	9,794	78	0.72
Elmendorf AFB, AK	8	27,861,883	76	18	6	6.4	28,641	81	2.20
Totals		**$36,992,931**	**77%**	**17%**	**6%**	**6.6%**	**38,435**	**$80**	**2.92%**

Central Europe Complex/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Bitburg AB, FRG	4	9,508,813	82	13	5	-3.6	8,426	94	0.75
Florennes, BE	1	196,757	100	0	0	/b	1,914	26	0.02
Hahn AB, FRG	5	13,193,011	84	10	6	2.1	20,700	53	1.04
Hessisch-Oldendorf, FRG	2	1,358,114	94	0	6	-3.2	3,173	36	0.11
Oslo, NO	1	1,285,619	84	11	5	-1.1	4,032	27	0.10
Pruem, FRG	1	385,194	100	0	0	-27.3	1,546	21	0.03
Ramstein AB, FRG	8	33,805,432	81	12	7	13.1	31,468	90	2.67
Rhein-Main AB, FRG	6	18,259,023	81	13	6	2.3	19,448	78	1.44
Sembach AB, FRG	4	7,192,360	81	13	6	0.2	8,308	72	0.57
Spangdahlem AB, FRG	4	9,362,011	82	12	6	-1.3	11,561	67	0.74
Trier, FRG	1	195,211	100	0	0	26.3	1,476	11	0.02
Vogelweh AB, FRG	6	17,386,930	80	14	6	-2.3	17,349	84	1.37
Complex Totals		**$112,128,475**	**82%**	**12%**	**6%**	**2.5%**	**129,401**	**$72**	**8.86%**

Greece Complex/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Hellenikon	2	235,399	100	0	0	/b	8,395	28	0.02
Hellenikon Branch	2	5,663,030	87	8	5	46.0	8,199	57	0.45
Iraklion	2	1,958,462	87	7	6	- 1.0	4,206	39	0.15
Nea Makri	1	351,615	100	0	0	10.1	1,203	24	0.03
Complex Totals		**$8,208,506**	**88%**	**7%**	**5%**	**-1.1%**	**22,003**	**$31**	**0.62%**

/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes; data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 Over $2,000,000

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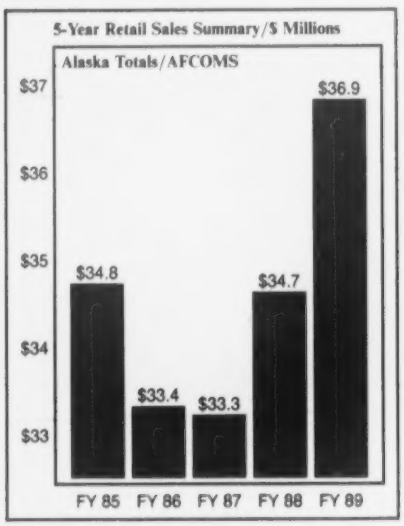
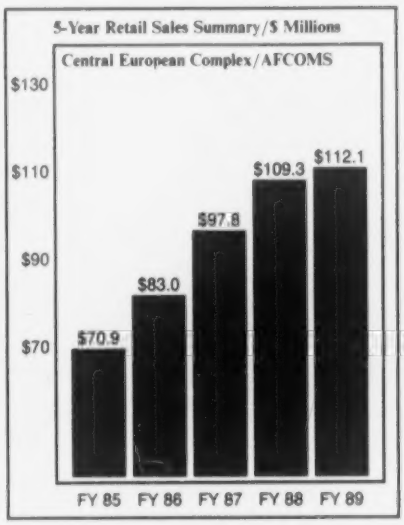
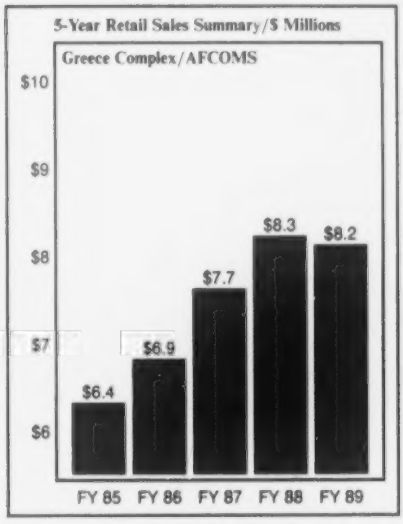
Air Force Commissary Sales
(FY89)







Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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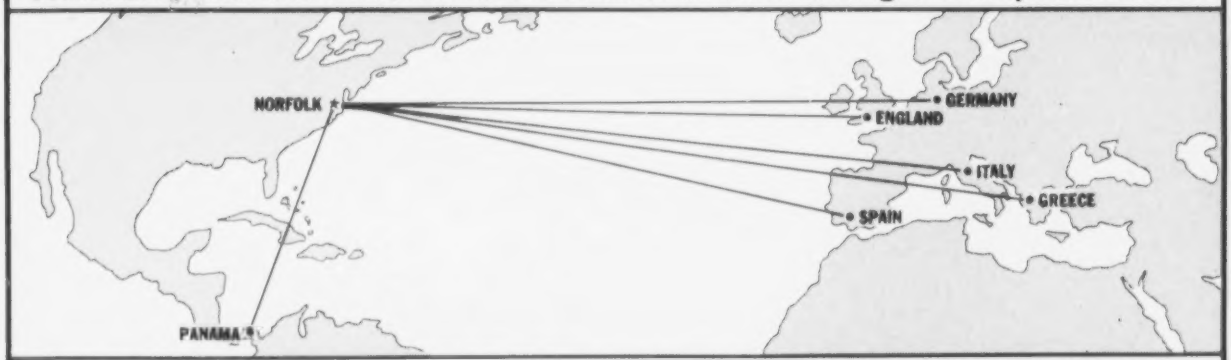
THE WORLD'S LARGEST

Source Load Distributor of Frozen Foods to Commissaries and Exchanges In Europe and Panama.



SOURCE LOAD SPECIALISTS PROVIDING CUSTOMIZED SERVICE.

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Air Force Commissary Sales
(FY89)

Okinawa Complex/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Camp Courtney	2	3,539,082	80	15	5	166.1	12,746	23	0.28
Camp Foster	6	21,426,901	80	14	6	-0.1	15,681	114	1.69
Kadena	8	25,401,907	79	14	7	-4.6	27,839	76	2.01
Kinser Whse Center	3	6,734,274	100	0	0	9.0	0	0	0.53
Complex Totals		**$57,102,184**	**82%**	**12%**	**6%**	**2.8%**	**56,266**	**$85**	**4.51%**

Spain Complex/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Royal Oaks	1	654,010	100	0	0	-19.4	1,315	41	0.05
Torrejon AB	5	9,820,350	84	10	6	-7.4	15,839	52	0.78
Zaragoza AB	2	2,930,873	84	11	5	-1.0	6,250	39	0.23
Complex Totals		**$13,405,233**	**85%**	**10%**	**5%**	**-6.7%**	**23,404**	**$48**	**1.06%**

United Kingdom Complex/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
RAF Alconbury	4	8,715,549	81	12	7	2.1	22,257	33	0.69
RAF Bentwaters	4	9,638,974	80	13	7	0.5	12,979	62	0.76
RAF Burtonwood	1	261,647	100	0	0	8.7	1,410	15	0.02
RAF Chicksands	2	3,169,880	82	13	5	1.1	7,036	38	0.25
RAF Fairford	2	3,338,351	79	15	6	3.2	8,310	33	0.26
RAF Greenham Common	3	4,892,631	80	13	7	7.1	17,706	23	0.39
RAF Lakenheath	6	18,021,660	81	13	6	0.4	26,142	57	1.42
RAF Sculthorpe	1	390,595	100	0	0	-25.0	3,148	10	0.03
RAF Upper Heyford	5	12,328,651	82	14	4	3.7	12,624	81	0.97
RAF Wethersfield	1	1,149,798	81	13	6	0.7	3,945	24	0.09
Menwith Hill	2	2,384,439	80	13	7	10.4	2,926	68	0.19
Mildenhall	1	1,266,500	100	0	0	23.0	2,325	45	0.10
Complex Totals		**$65,558,675**	**82%**	**13%**	**5%**	**2.5%**	**120,808**	**$45**	**5.18%**

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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/a not open full year, FY88
/b closed during FY89
/c opened during FY89
/d less than .01%
/e reduced operations
n/a Totals not meaningful for comparison purposes; data not available

Store classes for Air Force commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 Over $2,000,000

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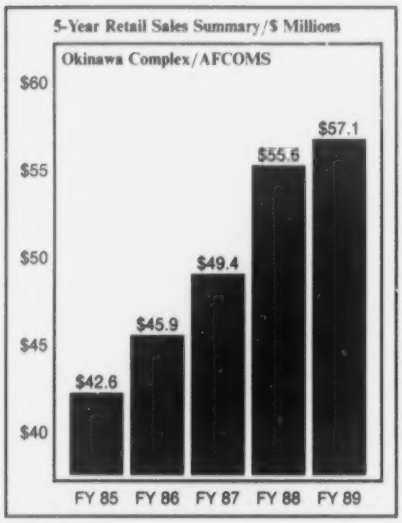
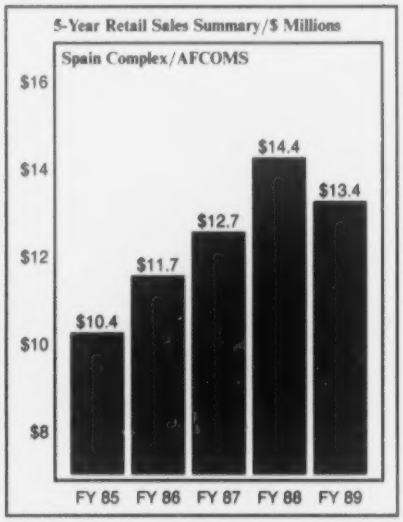
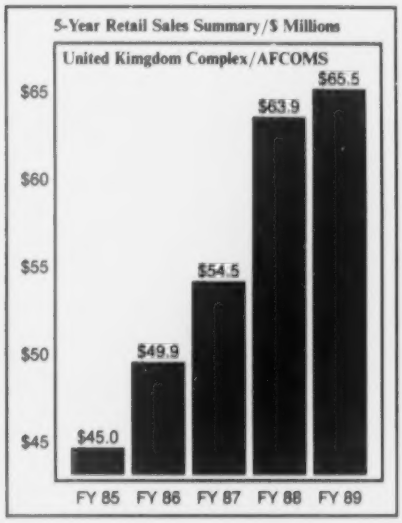
Air Force Commissary Sales
(FY89)







Non-Complex Stores Overseas/AFCOMS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Andersen AFB, Guam	6	19,066,566	80	13	7	1.9	19,462	82	1.51
Ankara, Turkey	2	3,032,791	89	7	4	1.1	7,648	33	0.24
Aviano AB, Italy	3	5,105,947	82	11	7	0.8	10,644	40	0.40
Clark AB, PI	8	30,261,160	79	14	7	0.3	23,730	106	2.39
Comiso AB, Italy	1	3,396,110	88	7	5	18.8	10,422	27	0.27
Decimomannu, Italy	1	349,050	100	0	0	/a	2,419	5	0.03
Hickam AFB, HI	8	48,656,376	77	17	6	3.3	26,460	153	3.84
Incirlik, Turkey	3	6,081,698	86	9	5	7.5	16,109	31	0.48
Izmir, Turkey	2	2,615,841	88	9	3	0.6	5,078	43	0.21
Kunsan AB, Korea	2	2,992,309	100	0	0	-5.8	4,752	44	0.24
Lajes Field, Azores	3	5,466,987	87	9	4	/d	14,200	32	0.43
Misawa AB, Japan	6	13,457,420	80	13	7	2.4	21,635	52	1.06
Osan AB, Korea	7	23,117,986	70	23	7	7.2	21,250	91	1.83
San Vito AS, Italy	2	3,594,444	86	8	6	-0.1	6,338	47	0.28
Soesterberg, NL	3	4,820,047	82	12	6	/e	12,336	34	0.38
Yokota AB, Japan	6	15,377,478	77	16	7	-0.4	19,210	67	1.21
Totals		**$187,392,210**	**n/a**	**n/a**	**n/a**	**n/a**	**221,693**	**$70**	**14.80%**

Air Force Totals

	Total Store $ Sales	Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
CONUS	2,009,971,950	79	16	5	10.4	2,155,670	78	47.52
Overseas	480,788,214	81	13	6	2.5	612,010	65	37.97
Worldwide	$2,490,760,164	79%	15%	6%	7.2%	2,767,680	$75	45.32%

Army Commissary Sales
(FY89)

Army Commissary Coupon Redemption
(FY89)

CONUS

Region	Number	% Share CONUS	% Share Worldwide	$ Value	% Share CONUS	% Share Worldwide
Midwest (MWCOR)	23,300,000	31.3	28.5	13,951,348	31.2	28.4
Northeast (NECOR)	16,500,000	22.1	20.2	9,919,125	22.2	20.2
Southeast (SECOR)	24,300,000	32.6	29.7	14,618,582	32.7	29.8
Western (WCOR)	10,400,000	14.0	12.7	6,266,690	14.0	12.8
CONUS Totals	**74,500,000**	**100.0%**	**91.2%**	**$44,755,745**	**100.0%**	**91.2%**

Overseas

Region	Number	% Share Overseas	% Share Worldwide	$ Value	% Share Overseas	% Share Worldwide
Europe (EURCOR)	7,200,000	100.0	8.8	4,320,037	100.0	8.8
Overseas Totals	**7,200,000**	**100.0%**	**8.8%**	**4,320,037**	**100.0%**	**8.8%**
Worldwide Totals	**81,700,000**		**100.0%**	**$49,075,782**		**100.0%**

Midwest Region/TSA

Store	Store Class	Total Store $ Sales	% of Store Total Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Ft. Ben Harrison, IN	6	19,089,911	81	13	5	2.9	14,145	112	0.45
Ft. Bliss, TX	8	55,864,290	81	15	4	6.7	31,093	150	1.32
Ft. Carson, CO	7	31,971,853	81	14	4	-1.7	21,864	122	0.76
C. M. Price (GC), IL	5	14,642,810	81	15	4	1.6	20,912	58	0.35
Fitzsimons AMC, CO	4	9,554,070	83	13	4	-0.3	8,712	91	0.23
Ft. Hood, TX	8	59,421,603	81	15	4	4.4	29,428	168	1.40
Ft. Hood II, TX	2	5,861,454	84	12	4	20.0	5,061	97	0.14
Ft. Leavenworth, KS	6	23,376,428	83	13	5	4.8	17,043	114	0.55
Ft. Leonard Wood, MO	6	21,936,135	85	11	5	7.8	14,910	123	0.52
Ft. Polk, LA	6	20,824,587	82	14	4	-1.8	19,642	88	0.49
Ft. Riley, KS	6	23,165,705	82	14	4	6.2	23,500	82	0.55
Rock Island Arsen, IL	2	4,919,038	86	11	3	12.0	6,944	59	0.12
Ft. Sam Houston, TX	7	31,376,784	82	14	4	-2.6	23,368	112	0.74
Ft. Sam Houston I, TX	2	4,468,048	87	10	4	4.3	3,536	105	0.11
Selfridge ANG Base, MI	5	14,478,346	86	11	2	13.1	9,687	125	0.34
Ft. Sheridan, IL	4	10,169,978	86	11	3	21.0	21,417	40	0.24
Ft. Sill, OK	7	32,969,771	81	15	4	5.1	31,537	87	0.78
White Sands, NM	2	4,074,471	80	15	5	9.2	6,768	50	0.10
Region Totals		**$388,165,282**	**83%**	**13%**	**4%**	**4.3%**	**309,567**	**$104**	**9.18%**

/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Marine Corps commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $150,000
Class 2 $150,001–$500,000
Class 3 $500,001–$750,000
Class 4 $750,001–$1,000,000
Class 5 $1,000,001–$1,500,000
Class 6 $1,500,001–$2,100,000
Class 7 $2,100,001–$3,000,000
Class 8 Over $3,000,000

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy commissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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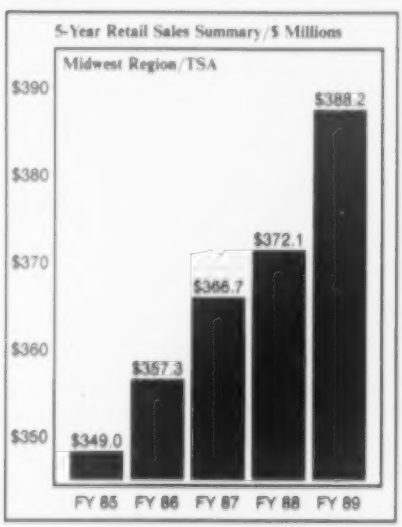
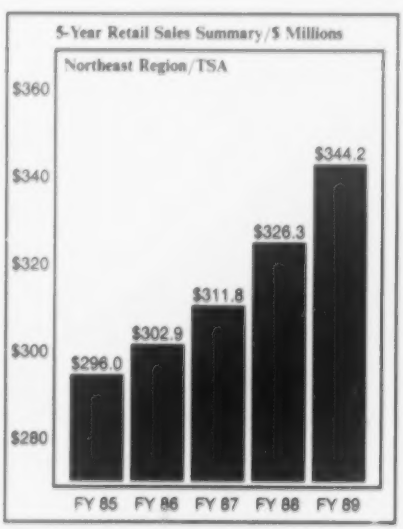
Army Commissary Sales
(FY89)

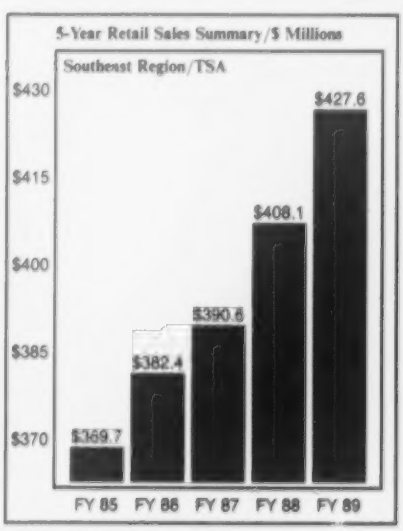
CONUS

Northeast Region/TSA

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Aberdeen PG, MD	4	11,903,193	84	12	4	3.0	14,229	70	0.28
ARDEC, PA	2	3,064,479	82	13	4	7.4	6,400	40	0.07
Ft. Belvoir, VA	8	67,513,834	78	15	7	4.9	24,753	227	1.60
Cameron Station, VA	7	30,336,638	79	15	6	-1.7	31,616	80	0.72
Carlisle Barracks, PA	4	11,134,576	82	13	5	6.5	11,312	82	0.26
Charles E. Kelly, PA	3	7,644,439	85	13	2	7.0	6,000	106	0.18
Ft. Devens, MA	5	17,511,846	82	13	5	4.7	12,770	114	0.41
Ft. Drum, NY	5	17,083,480	80	14	5	41.9	18,721	80	0.43
Edgewood Arsenal, MD	3	6,748,536	84	12	4	6.0	12,644	44	0.16
Ft. Hamilton, NY	4	9,432,438	85	11	4	0.3	11,400	69	0.22
Ft. McNair, DC	2	3,396,143	82	13	5	-19.0	17,800	16	0.08
Ft. Meade, MD	8	49,678,406	81	15	4	6.5	28,800	144	1.17
Ft. Monmouth, NJ	6	18,482,569	81	14	5	1.5	20,520	75	0.44
Ft. Myer, VA	6	23,066,177	79	14	6	9.2	26,000	74	0.55
New Cumberland, PA	3	6,620,585	85	11	3	3.7	13,390	41	0.16
Ft. Ritchie, MD	3	6,994,701	83	13	4	4.5	5,500	106	0.17
Seneca AD, NY	2	2,894,223	82	15	3	12.3	3,866	62	0.07
Stewart AB, NY	2	2,305,136	81	14	4	-44.7	5,900	33	0.05
Tobyhanna, PA	2	5,793,024	88	10	3	3.5	9,000	54	0.14
Vint Hill Farms, VA	3	8,155,500	81	15	4	4.1	8,088	84	0.19
Walter Reed AMC, DC	6	21,938,239	81	14	5	0.7	25,000	73	0.52
West Point, NY	4	11,577,868	78	15	7	33.0	18,010	54	0.27
Region Totals		**$344,176,030**	**82%**	**13%**	**5%**	**5.5%**	**331,719**	**$86**	**8.14%**







Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Army Commissary Sales
(FY89)

CONUS

Southeast Region/TSA

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Ft. Benning, GA	8	44,121,926	81	15	4	6.9	32,723	112	1.04
Ft. Bragg, NC	8	46,576,430	80	16	4	5.1	38,260	101	1.10
Ft. Campbell, KY	8	41,640,420	81	15	4	4.6	25,436	136	0.98
Richmond DGSC, VA	2	5,645,897	80	11	5	6.4	12,586	37	0.13
Ft. Eustis, VA	6	18,490,989	80	15	5	4.0	19,400	79	0.44
Ft. Gillem, GA	7	25,860,787	83	14	3	6.6	21,771	99	0.61
Ft. Gordon, GA	7	26,674,804	80	15	5	5.2	22,184	100	0.63
Hunter AAF, GA	5	12,310,017	82	14	4	0.4	17,400	59	0.29
Ft. Jackson, SC	8	30,453,869	81	14	5	4.2	27,000	94	0.72
Ft. Knox, KY	8	36,087,687	82	14	4	5.2	29,530	102	0.85
Ft. Lee, VA	6	21,974,041	81	14	5	4.3	25,200	73	0.52
Lexington Blue Grass, KY	2	3,724,497	90	6	4	5.4	7,196	43	0.09
Malonee Village, NC	4	9,520,054	80	12	8	/a	6,360	125	0.23
Ft. McClellan, AL	6	19,447,801	84	12	4	9.0	15,146	107	0.46
Ft. McPherson, GA	2	5,158,098	84	11	5	-0.5	8,100	53	0.12
Camp Merrill, GA	1	348,621	90	8	2	12.4	451	64	0.01
Ft. Monroe, VA	3	7,728,978	83	13	5	-1.5	8,049	80	0.18
Pope AFB, NC	1	1,362,346	86	9	4	/a	9,587	12	0.03
Redstone Arsenal, AL	7	25,790,525	82	13	5	5.4	21,035	102	0.61
Ft. Rucker, AL	6	24,277,111	81	14	4	6.3	22,260	91	0.57
Ft. Stewart, GA	5	16,669,636	79	16	5	-1.4	27,767	50	0.39
Ft. Story, VA	2	3,756,069	94	4	2	/a	4,269	73	0.09
Region Totals		**$427,620,603**	**83%**	**13%**	**4%**	**4.8%**	**401,710**	**$89**	**10.11%**

Western Region/TSA

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Dugway Prov. Grnds., UT	1	1,654,437	82	12	6	5.8	6,062	23	0.04
Ft. Huachuca, AZ	6	19,100,853	80	16	4	7.4	19,709	81	0.45
Ft. Irwin, CA	3	6,158,809	81	14	5	18.2	22,059	23	0.15
Ft. Lewis, WA	8	50,252,609	81	14	5	1.6	30,280	138	1.19
Oakland AB, CA	2	5,601,518	84	12	4	-5.2	3,072	152	0.13
Ft. Ord, CA	8	38,732,829	80	16	4	3.9	18,190	177	0.92
Presidio of S.F., CA	6	18,983,412	79	15	6	11.3	23,264	68	0.45
Sierra AD, CA	2	1,982,717	86	11	3	-2.5	4,500	37	0.05
Yuma Prov. Grnds., AZ	2	2,376,249	88	8	4	15.0	6,062	33	0.06
Region Totals		**$144,843,433**	**82%**	**13%**	**5%**	**4.7%**	**133,198**	**$91**	**3.42%**

Store classes for Army commissaries are based upon total average monthly sales, as follows:

Class 1	Up to $150,000	Class 4	$750,001-$1,000,000	Class 7	$2,000,001-$3,000,000
Class 2	$150,001-$500,000	Class 5	$1,000,001-$1,500,000	Class 8	Over $3,000,000
Class 3	$500,001-$750,000	Class 6	$1,500,001-$2,100,000		

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy commissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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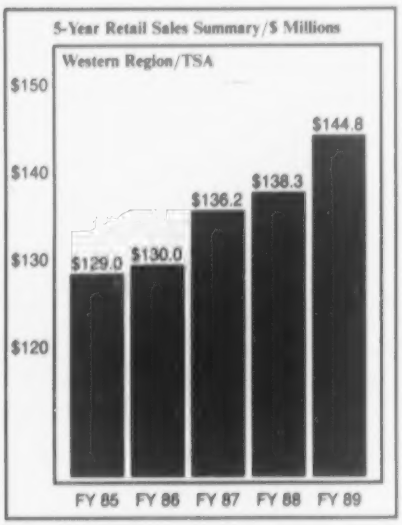
Army Commissary Sales
(FY89)



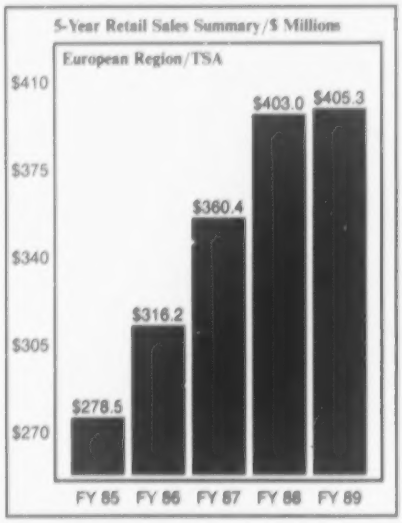
BELIEVE IT OR NOT

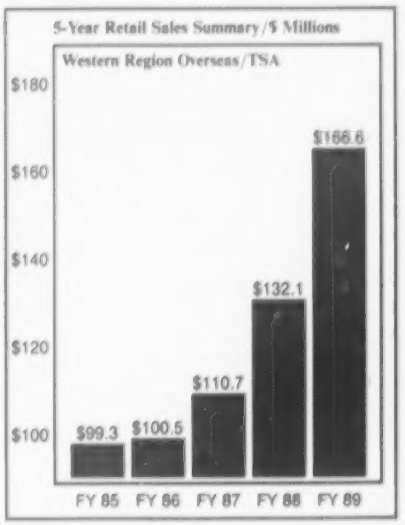
Do you know the busiest store (measured in monthly sales per square foot) for each service in CONUS?

1. Army's Fort Belvoir, VA ($277)
2. Air Force's Elgin AFB, FL ($138)
3. Navy's Jacksonville, FL ($133)
4. Marine Corps' Quantico, VA ($101)

SECOR/Puerto Rico/TSA

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Ft. Buchanan	6	$24,161,940	95%	0%	5%	-0.9%	18,084	$111	1.91%





Store classes for Army commissaries are based upon total average monthly sales, as follows:

Class 1 Up to $150,000	Class 4 $750,001–$1,000,000	Class 7 $2,000,001–$3,000,000
Class 2 $150,001–$500,000	Class 5 $1,000,001–$1,500,000	Class 8 Over $3,000,000
Class 3 $500,001–$750,000	Class 6 $1,500,001–$2,100,000	

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Army Commissary Sales
(FY89)

WCOR/Overseas/TSA

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Camp Carroll, Korea	1	1,592,554	87	9	4	-0.8	3,560	37	0.13
Camp Casey, Korea	2	3,396,533	84	12	4	-20.6	3,060	92	0.27
Camp Edwards, Korea	1	1,458,271	88	10	2	35.2	4,205	29	0.12
Camp Humphreys, Korea	2	2,463,397	84	12	4	150.4	3,065	67	0.19
Camp Page, Korea	1	622,127	86	10	4	27.0	1,324	39	0.05
Camp Stanley, Korea	2	2,821,705	87	10	3	26.9	1,369	172	0.22
Camp Zama, Japan	1	1,661,252	83	12	5	21.9	3,852	36	0.13
Corozal, Panama	6	19,410,785	81	14	5	-11.7	11,564	140	1.53
Espinar, Panama	2	3,479,394	82	14	4	-2.1	5,200	56	0.27
Ft. Greely, AK	2	2,257,184	79	15	6	-0.6	6,290	30	0.18
Hannam Village, Korea	1	1,183,267	89	7	4	-25.8	2,950	33	0.09
Howard, Panama	3	6,748,284	82	14	4	-6.8	5,400	104	0.53
Camp Kure, Japan	1	65,922	100	0	0	60.0	790	7	0.01
Pusan, Korea	2	3,504,243	83	9	8	16.9	5,734	51	0.28
Ft. Richardson, AK	5	13,228,492	81	13	6	0.8	15,713	70	1.04
Sagami, Japan	1	327,878	85	10	5	0.7	2,016	14	0.03
Sagamihara, Japan	3	6,803,756	83	10	7	-6.2	10,755	53	0.54
Schofield Barracks, HI	7	30,619,903	78	15	7	0.8	25,059	102	2.42
Ft. Shafter, HI	3	6,881,825	84	10	6	37.8	6,393	90	0.54
Taegu, Korea	3	7,967,431	84	9	7	9.0	4,875	136	0.63
Ft. Wainwright, AK	4	11,437,009	80	15	5	12.4	8,066	118	0.90
Yongsan, Korea	8	38,647,590	80	15	5	-2.5	24,824	130	3.05
WCOR Totals		**$166,578,802**	**84%**	**11%**	**5%**	**20.4%**	**156,064**	**$89**	**13.16%**

Europe Region/TSA

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Amberg, FRG	2	1,302,355	84	11	5	-3.2	2,640	41	0.10
Ansbach, FRG	4	7,786,340	84	12	4	-0.9	11,361	57	0.62
Aschaffenberg, FRG	3	5,973,542	82	13	5	0.8	10,721	46	0.47
Augsburg, FRG	5	11,581,631	82	13	5	1.2	9,245	104	0.92
Babenhausen, FRG	2	2,032,634	86	10	4	6.5	2,878	59	0.16
Bad Aibling, FRG	2	1,325,754	84	11	5	-5.5	4,250	26	0.10
Bad Hersfeld, FRG	2	1,469,398	86	10	4	4.7	3,390	36	0.12
Bad Kissingen, FRG	2	1,620,979	85	10	5	-7.8	2,347	58	0.13
Bad Kreuznach, FRG	3	5,366,902	81	14	5	4.4	7,060	63	0.42
Bad Nauheim, FRG	2	3,564,611	82	13	5	-5.6	6,176	48	0.28
Bad Toelz, FRG	2	1,425,125	79	14	7	-5.3	4,572	26	0.11
Bamberg, FRG	4	8,198,501	82	14	4	2.1	9,056	75	0.65
Baumholder, FRG	5	10,456,513	83	12	5	4.6	9,941	88	0.83
Berchtesgaden, FRG	2	1,256,794	86	12	2	4.9	2,875	36	0.10
Berlin, FRG	6	14,567,720	79	14	7	4.7	17,100	71	1.15
Bindlach, FRG	2	1,501,917	85	11	4	-3.8	2,244	56	0.12

Army Commissary Sales
(FY89)

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Bremerhaven, FRG	4	7,511,495	83	14	3	-13.8	10,458	60	0.59
Buedingen, FRG	2	1,288,271	88	9	3	-1.2	3,200	34	0.10
Bueren, FRG	1	277,252	88	10	2	-42.8	2,200	11	0.02
Cairo, Egypt	2	1,891,367	93	0	7	2.6	3,253	48	0.15
Camp King, FRG	1	591,738	86	8	6	0.4	840	59	0.05
Chievres, Belgium	4	7,985,307	81	14	5	-7.6	10,581	63	0.63
Crailsheim, FRG	1	1,176,885	82	13	5	0.5	2,390	41	0.09
Darmstadt, FRG	4	7,018,583	81	15	4	7.0	9,006	65	0.55
Dexheim, FRG	1	980,614	86	10	4	-1.7	7,028	12	0.08
Dhahran, Saudi Arabia	1	998,615	94	0	6	1.8	4,544	18	0.08
Erlangen, FRG	2	2,124,603	85	11	4	-12.0	2,954	60	0.17
Fischbach, FRG	1	234,198	92	6	2	0.5	1,880	10	0.02
Flensburg, FRG	1	396,747	86	12	2	-4.3	2,130	16	0.03
Fliegerhorst, FRG	1	1,077,304	90	6	3	8.7	1,780	50	0.09
Frankfurt, FRG	7	19,844,707	81	14	6	1.6	17,928	92	1.57
Fuerth, FRG	7	22,447,502	81	14	5	17.5	21,870	86	1.77
Fulda, FRG	3	5,325,343	82	14	4	2.2	6,719	66	0.42
Garmisch, FRG	2	1,220,368	83	11	6	-13.6	3,315	31	0.10
Gelnhausen, FRG	2	3,083,947	84	11	5	-1.1	5,871	44	0.24
Germersheim, FRG	1	574,391	87	10	3	15.1	2,787	17	0.05
Giebelstadt, FRG	1	1,021,170	89	8	3	9.2	1,524	56	0.08
Giessen, FRG	6	12,119,496	81	15	4	0.5	15,015	67	0.96
Goeppingen, FRG	2	2,569,070	84	11	5	-3.2	4,597	47	0.20
Grafenwoehr, FRG	3	4,549,905	81	13	6	-6.8	5,952	64	0.36
Hanau, FRG	7	20,266,503	81	14	5	9.7	16,813	100	1.60
Heidelberg, FRG	6	17,824,538	80	14	6	3.0	18,500	80	1.41
Heilbronn, FRG	3	5,109,152	81	14	5	-6.2	8,176	52	0.40
Helmstedt, FRG	1	183,964	86	11	3	7.9	3,534	4	0.01
Herzo Base, FRG	1	1,013,822	92	6	2	2.4	2,350	36	0.08
Hohenfels, FRG	2	1,431,245	84	12	4	4.7	2,621	46	0.11
Idar Oberstein, FRG	1	649,279	84	12	4	-2.7	2,435	22	0.05
Illesheim, FRG	2	2,716,465	83	13	4	-1.0	4,701	48	0.21
Karlsruhe, FRG	4	6,822,314	82	14	4	-6.4	12,057	47	0.54
Kelley Barracks, FRG	2	3,092,220	79	15	6	-23.4	9,240	28	0.24
Kirchgoens, FRG	2	1,467,345	89	8	3	23.0	1,260	97	0.12
Kitzingen, FRG	4	7,304,131	80	15	5	4.9	9,311	65	0.58
Livorno, Italy	3	3,841,606	81	14	5	0.1	5,816	55	0.30
Mainz, FRG	4	6,921,162	81	14	5	22.1	1,550	372	0.55
Mannheim, FRG	6	13,569,022	80	15	5	-5.6	8,700	130	1.07
McCully Barrack, FRG	1	421,071	93	4	3	8.4	1,440	24	0.03
Muenster, FRG	1	604,932	87	10	3	2.2	2,487	20	0.05
Munich, FRG	4	7,287,278	78	15	7	6.2	10,140	60	0.58
Neckarsulm, FRG	1	231,347	92	6	2	-4.0	962	20	0.02
Neu Ulm, FRG	3	4,825,140	81	15	4	0.6	5,431	74	0.38
Neubruecke, FRG	1	726,219	86	10	4	2.5	2,175	28	0.06
Osterholz, FRG	3	3,911,528	84	12	4	-4.5	2,350	139	0.31
Panzer, FRG	1	724,806	91	6	3	2,210.1	3,840	16	0.06
Patch Barracks, FRG	5	9,014,854	79	15	6	13.0	13,936	54	0.71
Pirmasens, FRG	3	5,011,797	83	13	4	-10.1	5,317	79	0.40
Regensburg, FRG	1	81,109	85	14	1	-42.5	770	9	0.01

Army Commissary Sales
(FY89)

OVERSEAS

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Rheinburg, FRG	2	1,446,681	83	11	6	-1.2	6,356	19	0.11
Riyadh, Saudi Arabia	2	2,449,961	94	0	6	-5.0	4,507	45	0.19
Robinson Barracks, FRG	6	15,579,014	80	15	5	36.9	16,073	81	1.23
Schinnen, NL	3	5,754,869	81	14	5	1.0	10,893	44	0.45
Schwabach, FRG	1	995,582	90	8	2	-13.4	3,128	27	0.08
Schweinfurt, FRG	5	9,858,622	81	15	4	-0.5	17,833	46	0.78
Schwaebisch Gmuend, FRG	2	2,466,957	84	11	5	-6.4	4,222	49	0.19
Schwaebisch Hall, FRG	1	1,158,970	82	13	5	-12.3	3,816	25	0.09
Soegel, FRG	1	386,889	85	11	4	-7.8	2,350	14	0.03
Vicenza, Italy	4	6,783,040	79	15	6	-5.7	3,732	151	0.54
Vilseck, FRG	3	4,226,102	84	12	4	87.7	13,115	27	0.33
Werteim, FRG	2	1,659,223	83	13	5	-6.6	4,176	33	0.13
Wiesbaden, FRG	6	17,825,591	78	16	6	-10.5	12,506	119	1.41
Wildflecken, FRG	2	3,169,303	83	12	5	0.5	4,512	59	0.25
Wildflecken II, FRG	1	553,648	94	4	2	-4.3	1,029	45	0.04
Worms, FRG	2	3,578,122	82	13	5	3.2	6,895	43	0.28
Wuerzburg, FRG	5	10,183,314	82	13	5	11.1	13,650	62	0.80
Zweibruecken, FRG	4	6,462,819	81	14	5	0.1	9,235	58	0.51
Region Totals		**$405,331,150**	**84%**	**11%**	**5%**	**0.6%**	**547,618**	**$62**	**32.03%**

Store classes for Army commissaries in Europe are based on total average monthly sales as follows:

Class 1 up to $100,000
Class 2 $100,001-$300,000
Class 3 $300,001-$500,000
Class 4 $500,001-$750,000
Class 5 $750,001-$1,000,000
Class 6 $1,000,001-$1,500,000
Class 7 $1,500,001-$2,000,000
Class 8 $2,000,001-

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Army Totals

	Total Store $ Sales	Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
CONUS	1,304,805,348	81	14	5	4.8	1,176,194	92	30.84
Overseas	596,071,892	82	13	5	0.0	721,766	69	47.08
Worldwide	$1,900,877,240	82%	13%	5%	3.3%	1,897,960	$83	34.58%

Marine Corps Commissary Coupon Redemptions
(FY89)

CONUS Store	Number	% Share CONUS	% Share Worldwide	$ Value	% Share CONUS	% Share Worldwide
Albany, GA	250,116	3.8	3.6	88,504	3.8	3.6
Barstow, CA	116,909	1.8	1.7	40,461	1.7	1.6
Camp Pendleton, CA	1,240,082	18.9	18.0	440,296	18.9	18.0
Cherry Point, NC	743,438	11.3	10.9	263,501	11.3	10.8
El Toro, CA	1,017,162	15.5	14.9	360,434	15.5	14.8
Hadnot Point, NC	570,364	8.7	8.3	195,592	8.4	8.0
New River, NC	98,575	1.5	1.4	35,955	1.6	1.5
Parris Island, SC	285,867	4.4	4.2	103,834	4.5	4.3
Quantico, VA	985,733	15.0	14.3	353,331	15.2	14.5
San Onofre, CA	180,087	2.7	2.6	63,475	2.7	2.6
Tarawa Terrace, NC	608,628	9.3	8.9	216,373	9.3	8.9
Twentynine Palms, CA	291,073	4.4	4.2	100,214	4.3	4.1
Yuma, AZ	175,358	2.7	2.6	66,286	2.8	2.7
CONUS Totals	**6,563,392**	**100.0%**	**95.6%**	**$2,328,256**	**100.0%**	**95.4%**

Overseas Store	Number	% Share Overseas	% Share Worldwide	$ Value	% Share Overseas	% Share Worldwide
Iwakuni, Japan	22,707	7.4	0.3	7,696	6.8	0.3
Kaneohe Bay, HI	284,481	92.6	4.1	104,991	93.2	4.3
Overseas Totals	**307,188**	**100.0%**	**4.4**	**$ 112,687**	**100.0%**	**4.6**
Worldwide Totals	**6,870,580**	-	**100.0%**	**$2,440,943**	-	**100.0%**

BELIEVE IT OR NOT

Which of the five leading commissary sales states (California, Texas, Virginia, Florida, Washington) had the largest dollar increase over 1988?

California. Sales increased $48,444,236.

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Marine Corps Commissary Sales
(FY89)

East Coast Complex/USMC

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Albany, GA	3	5,861,903	74	19	7	1.9	13,980	35	0.14
Hadnot Point, NC	6	13,188,013	80	15	5	1.0	16,627	66	0.31
Tarawa Terrace, NC	6	16,104,530	79	16	5	3.2	18,053	74	0.38
Cherry Point, NC	6	17,505,172	79	15	6	1.2	18,655	78	0.41
New River, NC	3	3,790,529	80	14	6	3.6	6,344	50	0.09
Parris Island, SC	4	8,122,908	78	15	7	6.5	11,500	59	0.19
Quantico, VA	7	23,657,137	78	16	6	8.1	19,500	101	0.56
Complex Totals		**$88,230,192**	**78%**	**16%**	**6%**	**3.9%**	**104,659**	**$70**	**2.09%**

West Coast Complex/USMC

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Barstow, CA	3	3,719,605	77	16	7	0.7	9,000	34	0.09
Camp Pendleton, CA	8	27,014,745	75	17	8	8.4	26,000	87	0.64
San Onofre, CA	3	4,844,676	79	14	9	7.4	8,700	46	0.11
El Toro, CA	7	21,825,838	77	16	7	-3.6	25,000	73	0.52
Twentynine Palms, CA	4	8,975,807	76	18	6	11.0	15,500	48	0.21
Yuma, AZ	4	6,971,537	80	15	5	2.3	10,400	56	0.16
Complex Totals		**$73,352,208**	**77%**	**16%**	**7%**	**3.8%**	**94,600**	**$65**	**1.73%**

BELIEVE IT OR NOT

Were the 1989 sales leaders (West Germany, Japan, Korea, United Kingdom, and Philippines) the same as 1988?

No, Philippines replaced Italy in the top five.

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary s or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

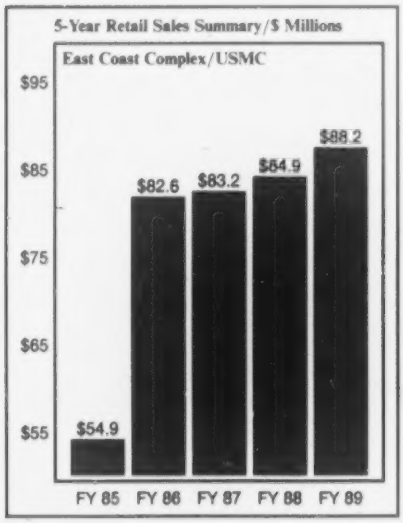
Class 1 Up to $150,000
Class 2 $150,001-$500,000
Class 3 $500,001-$750,000
Class 4 $750,001-$1,000,000
Class 5 $1,000,001-$1,500,000
Class 6 $1,500,001-$2,100,000
Class 7 $2,100,001-$3,000,000
Class 8 Over $3,000,000

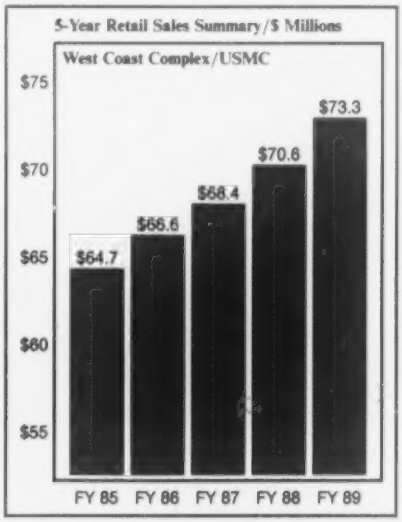
Marine Corps Commissary Sales
(FY89)

OVERSEAS

Overseas/USMC

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Iwakuni, Japan	2	3,913,388	79	16	5	8.1	9,000	36	0.31
Kaneohe Bay, HI	6	13,168,422	78	15	7	8.3	13,300	83	1.04
Overseas USMC		**$17,081,810**	**78%**	**15%**	**7%**	**8.2%**	**22,300**	**$64**	**1.35%**





Marine Corps Totals

	Total Store $ Sales	Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
CONUS	161,582,400	78	16	6	3.9	199,259	68	3.82
Overseas	17,081,810	78	15	7	8.2	22,300	64	1.34
Worldwide	$178,664,210	78%	16%	6%	4.3%	221,559	$67	3.25%

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

Class 1 Up to $150,000
Class 2 $150,001-$500,000
Class 3 $500,001-$750,000
Class 4 $750,001-$1,000,000
Class 5 $1,000,001-$1,500,000
Class 6 $1,500,001-$2,100,000
Class 7 $2,100,001-$3,000,000
Class 8 Over $3,000,000

Navy Commissary Sales
(FY89)

CONUS

Navy Commissary Coupon Redemptions
(FY89)

	Number	% Share Worldwide	$ Value	% Share Worldwide
CONUS	39,112,037	98.0	15,214,526	98.1
Overseas	791,010	2.0	293,179	1.9
Worldwide Totals	**39,903,047**	**100.0%**	**$15,507,705**	**100.0%**

Auburn Division/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Bangor, WA	5	15,496,823	77	15	7	7.9	22,000	59	0.37
Bremerton, WA	4	9,417,542	76	16	7	6.3	12,352	64	0.22
Seattle, WA	5	16,508,655	77	17	7	3.3	13,500	102	0.39
Whidbey Island, WA	5	15,067,954	76	16	7	5.5	12,354	102	0.36
Division Totals		**$56,490,974**	**77%**	**16%**	**7%**	**5.6%**	**60,206**	**$78**	**1.34%**

Davisville Division/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Brunswick, ME	4	9,713,036	77	16	6	7.5	11,662	69	0.23
Cutler, ME	1	677,730	78	17	5	12.0	2,252	25	0.02
Governor's Island, NY	2	3,425,181	79	14	7	7.1	6,700	43	0.08
Mitchel Field, NY	3	8,081,073	73	19	7	10.9	12,290	55	0.19
New London, CT	6	22,830,825	77	16	7	6.0	21,685	88	0.54
Newport, RI	5	13,890,657	75	18	8	7.5	14,346	81	0.33
Scotia, NY	2	3,678,870	78	17	5	-0.6	8,200	37	0.09
Winter Harbor, ME	1	683,634	81	14	5	18.0	1,876	30	0.02
Division Totals		**$62,981,006**	**76%**	**17%**	**7%**	**7.0%**	**79,011**	**$66**	**1.49%**

/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $150,000
Class 2 $150,001–$500,000
Class 3 $500,001–$750,000
Class 4 $750,001–$1,000,000
Class 5 $1,000,001–$1,500,000
Class 6 $1,500,001–$2,100,000
Class 7 $2,100,001–$3,000,000
Class 8 Over $3,000,000

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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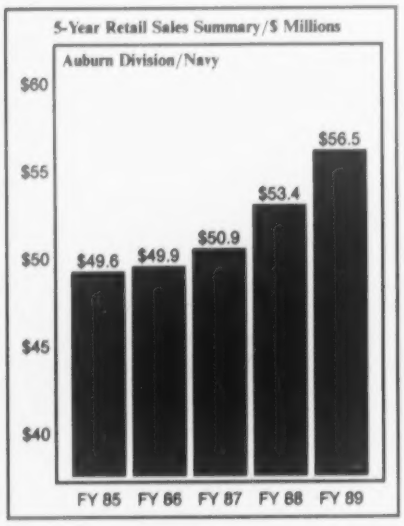
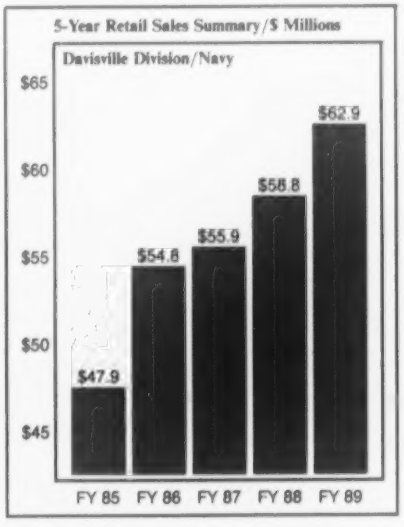
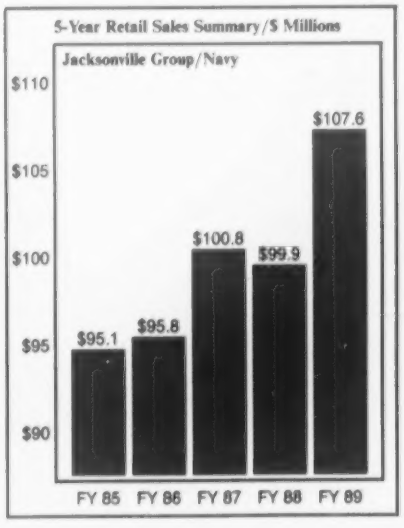
Navy Commissary Sales
(FY89)

Jacksonville Group/NAVY

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Athens, GA	2	2,753,569	74	18	7	9.7	4,400	52	0.07
Cecil Field, FL	3	6,177,392	72	21	7	-1.2	10,226	50	0.15
Charleston NS, SC	4	9,720,385	83	12	5	7.9	25,727	31	0.23
Charleston NWS, SC	5	13,938,186	80	14	6	25.1	10,540	110	0.33
Jacksonville, FL	7	31,524,732	75	18	8	8.2	19,728	133	0.75
Key West, FL	2	4,906,401	75	18	7	0.9	9,139	45	0.12
Kings Bay, GA	2	5,044,176	78	16	6	21.1	17,000	25	0.12
Mayport, FL	4	11,730,553	75	18	7	-0.3	11,700	84	0.28
Orlando, FL	6	21,801,487	74	20	7	3.1	30,155	60	0.52
Group Totals		**$107,596,881**	**76%**	**17%**	**7%**	**7.6%**	**138,615**	**$ 65**	**2.54%**







/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

Class 1	Up to $150,000	Class 4	$750,001-$1,000,000	Class 7	$2,100,001-$3,000,000
Class 2	$150,001-$500,000	Class 5	$1,000,001-$1,500,000	Class 8	Over $3,000,000
Class 3	$500,001-$750,000	Class 6	$1,500,001-$2,100,000		

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Navy Commissary Sales
(FY89)

CONUS

Mechanicsburg Region/NAVY

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Annapolis, MD	3	8,435,489	74	19	7	3.3	13,374	53	0.20
Crane, IN	1	610,322	77	19	4	9.9	2,650	19	0.01
Dahlgren, VA	1	1,233,383	76	18	6	9.5	4,593	22	0.03
Great Lakes, IN	5	15,863,328	76	17	7	2.3	18,700	71	0.38
Lakehurst, NJ	2	2,881,686	73	18	8	0.0	5,075	47	0.07
Patuxent River, MD	3	8,463,943	77	16	7	6.1	9,406	75	0.20
Philadelphia, PA	4	9,126,975	75	18	7	-1.9	17,502	43	0.22
Region Totals		**$46,615,126**	**76%**	**17%**	**7%**	**2.4%**	**71,300**	**$54**	**0.86%**

Norfolk Group/NAVY

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Little Creek, VA	8	38,144,767	75	18	7	-4.4	35,912	89	0.90
Norfolk, VA	7	31,184,882	77	17	7	52.6	29,000	90	0.74
Oceana, VA	7	31,694,309	77	17	6	10.3	23,839	111	0.75
Portsmouth, VA	5	14,398,329	77	18	5	4.7	21,346	56	0.34
Yorktown, VA	2	2,831,924	73	20	7	-8.7	7,056	33	0.07
Group Totals		**$118,254,211**	**76%**	**17%**	**7%**	**11.6%**	**117,153**	**$ 84**	**2.80%**

Oakland Division/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Alameda, CA	6	23,836,583	74	19	6	8.1	22,835	87	0.56
Fallon, NV	2	2,446,656	83	13	3	2.3	4,000	51	0.06
Lemoore, CA	4	9,489,235	82	14	4	7.0	16,870	47	0.22
Mare Island, CA	4	11,714,764	76	17	7	5.2	16,840	58	0.28
Moffett Field, CA	7	26,871,184	75	18	7	3.9	18,280	122	0.64
Hamilton, CA	4	11,030,237	78	15	7	11.3	19,500	47	0.26
Stockton, CA	2	3,658,508	79	17	5	6.5	7,422	41	0.09
Treasure Island, CA	2	3,284,737	77	16	6	1.2	9,696	28	0.08
Division Totals		**$92,331,904**	**77%**	**17%**	**6%**	**6.2%**	**115,443**	**$67**	**2.18%**

/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

Class 1	Up to $150,000	Class 4	$750,001-$1,000,000	Class 7	$2,100,001-$3,000,000
Class 2	$150,001-$500,000	Class 5	$1,000,001-$1,500,000	Class 8	Over $3,000,000
Class 3	$500,001-$750,000	Class 6	$1,500,001-$2,100,000		

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and oversees sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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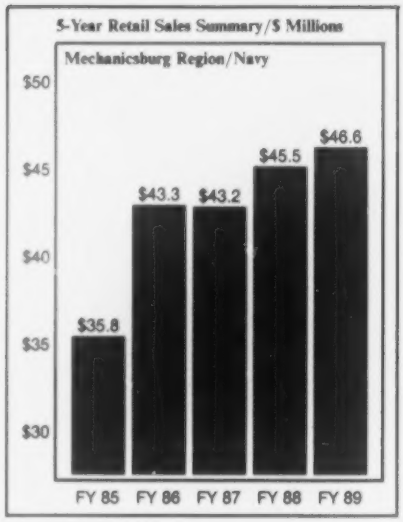

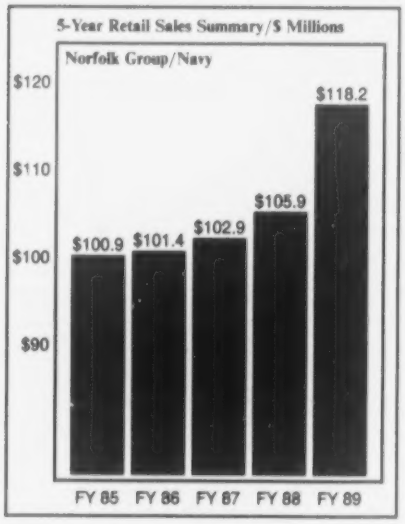

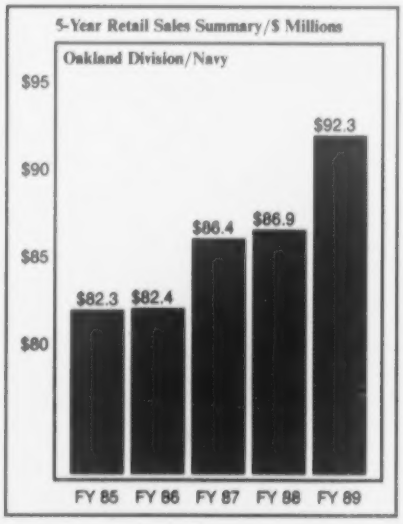

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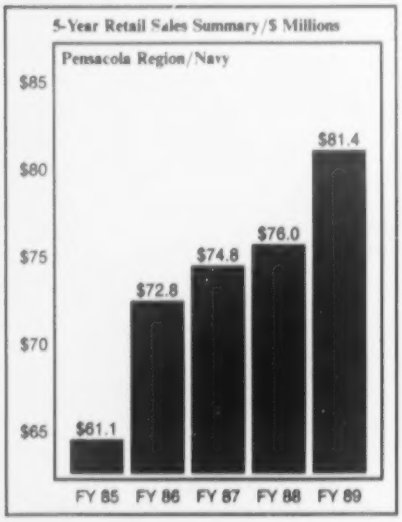
Navy Commissary Sales
(FY89)

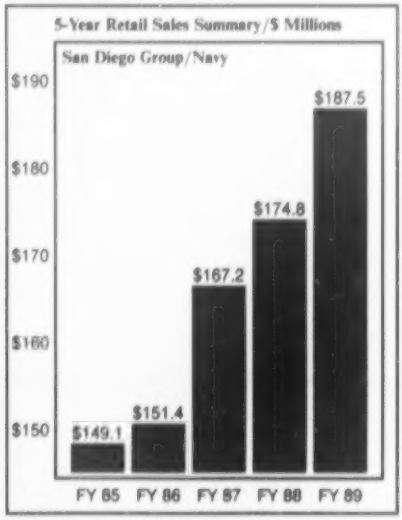
Pensacola Region/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Beeville, TX	2	1,992,671	78	16	6	-0.5	5,464	30	0.05
Corpus Christi, TX	3	7,948,949	78	16	7	16.4	14,024	47	0.19
Kingsville, TX	2	1,938,541	77	17	6	4.5	6,700	24	0.05
Gulfport, MS	2	5,332,757	76	18	6	-0.5	10,076	44	0.13
Memphis, TN	6	19,085,306	77	16	7	5.4	22,468	71	0.45
Meridian, MS	2	4,097,524	77	19	5	3.4	8,844	39	0.10
New Orleans, LA	4	9,726,688	77	17	5	6.2	9,600	84	0.23
Pensacola, FL	7	27,055,906	75	18	7	8.9	23,044	98	0.64
Whiting Field, FL	2	4,248,353	75	19	6	9.7	7,645	46	0.10
Region Totals		**$81,426,695**	**76%**	**17%**	**6%**	**7.1%**	**107,865**	**$63**	**1.93%**

San Diego Group/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
China Lake, CA	2	2,794,532	78	17	6	0.1	3,927	59	0.07
El Centro, CA	1	1,099,063	75	19	6	21.8	3,760	24	0.03
Imperial Beach, CA	7	32,987,046	75	18	7	3.6	38,600	71	0.78
Long Beach, CA	6	24,661,898	74	19	7	2.7	26,800	77	0.58
Miramar, CA	8	50,961,452	75	17	7	3.8	38,600	110	1.20
North Island, CA	3	7,424,971	77	15	8	5.2	14,415	43	0.18
Port Hueneme, CA	5	3,782,816	75	18	7	0.0	16,700	69	0.33
Point Mugu, CA	2	3,715,726	78	16	6	13.8	7,520	41	0.09
San Diego NS, CA	8	0,631,988	74	18	8	22.7	35,124	96	0.96
San Diego NTC, CA	4	9,410,619	78	15	7	4.4	13,238	59	0.22
Group Totals		**$187,470,111**	**75%**	**18%**	**7%**	**7.2%**	**198,684**	**$79**	**4.43%**





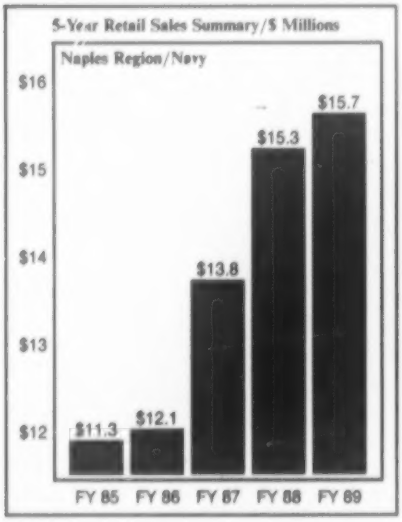
Navy Commissary Sales
(FY89)

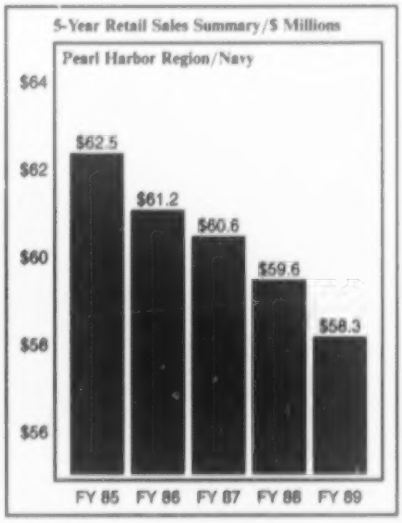
Naples Region/Navy

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
La Maddalena	1	1,108,943	89	11	0	3.3	1,500	62	0.09
Naples	4	9,172,323	83	12	5	0.7	6,804	112	0.72
Sigonella	2	5,458,474	82	12	6	6.3	9,025	50	0.43
Region Totals		**$15,739,740**	**83%**	**12%**	**5%**	**2.8%**	**17,329**	**$76**	**1.24%**

Pearl Harbor Region/Navy

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Barbers Point, HI	4	9,078,162	75	17	8	-0.2	9,660	78	0.72
Pearl Harbor, HI	8	49,182,792	76	16	7	-2.7	24,641	166	3.88
Region Totals		**$58,260,954**	**76%**	**17%**	**8%**	**-2.3%**	**34,301**	**$142**	**4.60%**





/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

Class 1	Up to $150,000	Class 4	$750,001-$1,000,000	Class 7	$2,100,001-$3,000,000
Class 2	$150,001-$500,000	Class 5	$1,000,001-$1,500,000	Class 8	Over $3,000,000
Class 3	$500,001-$750,000	Class 6	$1,500,001-$2,100,000		

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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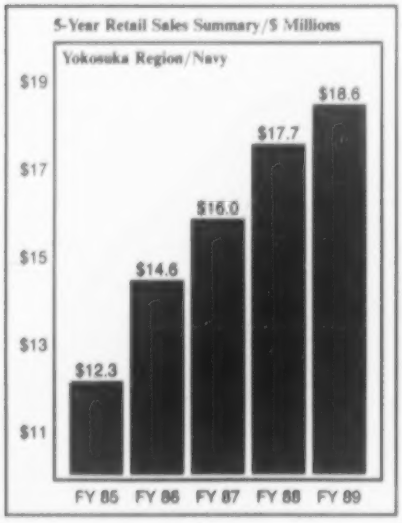
Navy Commissary Sales
(FY89)

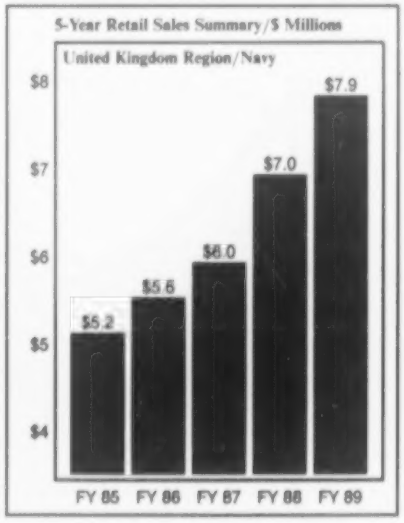
Subic Bay Region/Navy

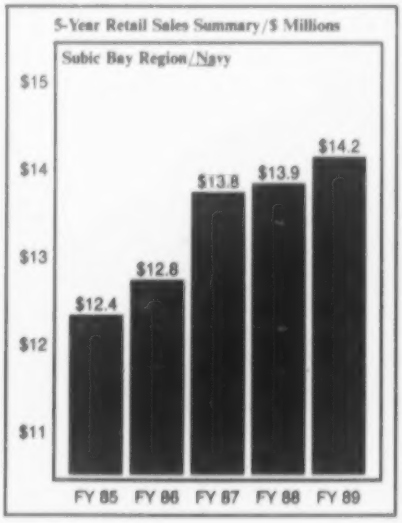
Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
San Miguel, PI	1	1,352,558	80	13	7	5.0	2,514	45	0.11
Subic Bay, PI	5	12,885,616	79	13	7	1.6	15,000	72	1.02
Region Totals		**$14,238,174**	**80%**	**13%**	**7%**	**1.9%**	**17,514**	**$68**	**1.12%**

United Kingdom Region/Navy

Store	Store Class	Total Store $ Sales	% of Store Total: Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
Edzell, Scotland	1	1,564,573	79	15	6	11.6	3,474	38	0.12
Holy Loch, Scotland	3	6,319,056	82	13	5	11.1	4,841	109	0.50
Region Totals		**$7,883,629**	**81%**	**13%**	**5%**	**11.2%**	**8,315**	**$79**	**0.62**







/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Navy commissaries are based upon total average monthly sales, as follows:

Class 1	Up to $150,000	Class 4	$750,001-$1,000,000	Class 7	$2,100,001-$3,000,000
Class 2	$150,001-$500,000	Class 5	$1,000,001-$1,500,000	Class 8	Over $3,000,000
Class 3	$500,001-$750,000	Class 6	$1,500,001-$2,100,000		

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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Navy Commissary Sales
(FY89)

Yokosuka Region/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Atsugi, Japan	2	3,801,260	81	13	7	4.2	6,326	50	0.30
Chinhae, Korea	1	561,006	86	9	5	-0.3	2,400	19	0.04
Sasebo, Japan	2	2,038,286	79	15	6	18.0	3,208	53	0.16
Yokosuka, Japan	5	12,248,886	75	17	8	3.6	14,600	70	0.97
Regional Totals		**$18,649,438**	**77%**	**15%**	**8%**	**5.0%**	**26,534**	**$59**	**1.47%**

Stand-Alone Stores/Navy

Store	Store Class	Total Store $ Sales	% of Store Total			Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
			Grocery	Meat	Produce				
Adak, AK	2	4,826,276	76	15	9	11.7	8,480	47	0.38
Argentia, Newfoundland	1	810,498	83	12	5	6.1	6,726	10	0.06
Bermuda	2	4,544,025	76	17	7	7.6	5,607	68	0.36
Exmouth, Australia	1	757,002	76	17	8	14.7	3,077	21	0.06
Guam	5	17,370,114	79	15	6	0.6	15,303	95	1.37
Guantanamo Bay, Cuba	3	6,784,121	76	16	8	5.2	8,100	70	0.54
Keflavik, Iceland	2	4,614,497	76	15	8	0.5	7,784	49	0.36
Roosevelt Roads, PR	4	9,815,059	79	14	8	14.6	9,440	87	0.78
Rota, Spain	3	7,757,172	83	11	5	3.8	8,716	74	0.61
Stand-Alone Store		**$57,278,764**	**n/a**	**n/a**	**n/a**	**n/a**	**73,233**	**$65**	**4.52%**

Navy Totals

	Total Store $ Sales	Grocery	Meat	Produce	Total Sales % Change vs. FY88	Total Sq. Ft. Sales Area	Avg. Mo. $ Sales/ Sq. Ft.	ACV
CONUS	753,166,908	76	17	7	7.3	888,277	71	17.80
Overseas	172,050,699	78	15	7	2.3	177,226	81	13.59
Worldwide	$925,217,607	76%	17%	7%	6.4%	1,065,503	$72	16.83%

/a Less than 0.1%.
n/a Totals not meaningful for comparison purposes.
* Data not available.

Store classes for Marine Corps commissaries are based upon total average monthly sales, as follows:
Class 1 Up to $150,000
Class 2 $150,001-$500,000
Class 3 $500,001-$750,000
Class 4 $750,001-$1,000,000
Class 5 $1,000,001-$1,500,000
Class 6 $1,500,001-$2,100,000
Class 7 $2,100,001-$3,000,000
Class 8 Over $3,000,000

Notes: All sales data are preliminary and unaudited, and exclude the 5% commissary surcharge. The ACV (All Commodity Volume) in the extreme right column shows each individual commissary's or management area's FY89 sales total as a percentage of separately combined CONUS (Continental U.S.) and overseas sales of all Air Force, Army, Marine Corps and Navy comissaries. Sales at stores in Alaska, Hawaii, and other locations not contiguous with the 48 continental United States are classed and reported with overseas data. Details may not add to 100 percent due to rounding.

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All-Service CONUS Commissary Store Rankings by Total Sq. Ft. of Sales Areas

Rank	Store/Parent Organization	Total Sq. Ft.
1	MacDill AFB, FL/USAF	54,073
2	Carswell AFB, TX/USAF	48,682
3	McChord AFB, WA/USAF	46,988
4	Tinker AFB, OK/USAF	46,477
5	Kirtland AFB, NM/USAF	43,793
6	McGuire AFB, NJ/USAF	40,837
7	Andrews AFB, MD/USAF	40,810
8	Lackland AFB, TX/USAF	39,954
9	Nellis AFB, NV/USAF	39,401
10	Lowry AFB, CO/USAF	38,796
11	Imperial Beach, CA/NAVY	38,600
12	Miramar, CA/NAVY	38,600
13	Ft. Bragg, NC/USA	38,260
14	Wright-Patterson, OH/USAF	38,100
15	Langley AFB, VA/USAF	37,448
16	Norton AFB, CA/USAF	36,418
17	Little Creek, VA/NAVY	35,912
18	Bergstrom AFB, TX/USAF	35,327
19	San Diego NS, CA/NAVY	35,124
20	McClellan AFB, CA/USAF	34,418
21	Travis AFB, CA/USAF	34,137
22	Scott AFB, IL/USAF	33,691
23	Ft. Benning, GA/USA	32,723
24	Randolph AFB, TX/USAF	32,414
25	Offutt AFB, NE/USAF	32,214
26	Keesler AFB, MS/USAF	31,976
27	Peterson AFB, CO/USAF	31,890
28	Barksdale AFB, LA/USAF	31,707
29	Cameron Station, VA/USA	31,616
30	Maxwell AFB, AL/USAF	31,580
31	Ft. Sill, OK/USA	31,537
32	Ft. Bliss, TX/USA	31,093
33	Patrick AFB, FL/USAF	30,921
34	Charleston AFB, SC/USAF	30,821
35	Ft. Lewis, WA/USA	30,280
36	Fairchild AFB, WA/USAF	30,262
37	Orlando, FL/NAVY	30,155
38	Little Rock AFB, AR/USAF	30,102
39	Hanscom AFB, MA/USAF	29,728
40	Ft. Knox, KY/USA	29,530
41	Ft. Hood, TX/USA	29,428
42	Norfolk, VA/NAVY	29,000
43	Ft. Meade, MD/USA	28,800
44	Pease AFB, NH/USAF	28,210
45	Mather AFB, CA/USAF	28,011
46	Ft. Stewart, GA/USA	27,767
47	Homestead AFB, FL/USAF	27,600
48	Ft. Jackson, SC/USA	27,000
49	Chanute AFB, IL/USAF	26,840
50	Long Beach, CA/NAVY	26,800
51	Robins AFB, GA/USAF	26,522
52	Vandenberg AFB, CA/USAF	26,496
53	Dover AFB, DE/USAF	26,083
54	Ft. Myer, VA/USA	26,000
55	Camp Pendleton, CA/USMC	26,000
56	Tyndall AFB, FL/USAF	25,981
57	Charleston NS, SC/NAVY	25,727
58	Ft. Campbell, KY/USA	25,436
59	Ft. Lee, VA/USA	25,200
60	Davis-Monthan AFB, AZ/USAF	25,181
61	Walter Reed AMC, DC/USA	25,000
62	El Toro, CA/USMC	25,000
63	Ft. Belvoir, VA/USA	24,753
64	Holloman AFB, NM/USAF	24,668
65	March AFB, CA/USAF	24,232
66	Oceana, VA/NAVY	23,839
67	Bolling AFB, DC/USAF	23,808
68	Malmstrom AFB, MT/USAF	23,798
69	F.E. Warren AFB, WV/USAF	23,772
70	Luke AFB, AZ/USAF	23,700
71	Sheppard AFB, TX/USAF	23,603
72	Ft. Riley, KS/USA	23,500
73	Ft. Sam Houston, TX/USA	23,368
74	Los Angeles AFB, CA/USAF	23,270
75	Presidio of S.F., CA/USA	23,264
76	Pensacola, FL/NAVY	23,044
77	Alameda, CA/NAVY	22,835
78	Edwards AFB, CA/USAF	22,696
79	Eglin AFB, FL/USAF	22,656
80	Williams AFB, AZ/USAF	22,630
81	Memphis, TN/NAVY	22,468
82	Dyess AFB, TX/USAF	22,362
83	Ft. Rucker, AL/USA	22,260
84	Ft. Gordon, GA/USA	22,184
85	Ft. Irwin, CA/USA	22,059
86	Bangor, WA/NAVY	22,000
87	Ft. Carson, CO/USA	21,864
88	Ft. Gillem, GA/USA	21,771
89	New London, CT/NAVY	21,685
90	Ft. Sheridan, IL/USA	21,417
91	Portsmouth, VA/NAVY	21,346
92	Redstone Arsenal, AL/USA	21,035
93	C. M. Price, IL/USA	20,912
94	Columbus AFB, MS/USAF	20,643
95	Ft. Monmouth, NJ/USA	20,520
96	Castle AFB, CA/USAF	19,980
97	Altus AFB, OK/USAF	19,880
98	Jacksonville, FL/NAVY	19,728
99	Ft. Huachuca, AZ/USA	19,709
100	Ft. Polk, LA/USA	19,642
101	Quantico, VA/USMC	19,500
102	Hamilton, CA/NAVY	19,500
103	Ft. Eustis, VA/USA	19,400
104	Kelly AFB, TX/USAF	19,176
105	Loring AFB, ME/USAF	19,052
106	Ft. Drum, NY/USA	18,721
107	Reese AFB, TX/USAF	18,700

Rank	Store/Parent Organization	Total Sq. Ft.
108	Great Lakes, IN/NAVY	18,700
109	Cherry Point, NC/USMC	18,655
110	Whiteman AFB, MO/USAF	18,313
111	Moffett Field, CA/NAVY	18,280
112	Ft. Ord, CA/USA	18,190
113	Tarawa Terrace, NC/USMC	18,053
114	West Point, NY/USA	18,010
115	Cannon AFB, NM/USAF	17,913
116	Laughlin AFB, TX/USAF	17,800
117	Ft. McNair, DC/USA	17,800
118	Ellsworth AFB, SD/USAF	17,596
119	Moody AFB, GA/USAF	17,583
120	Philadelphia, PA/NAVY	17,502
121	K.I. Sawyer AFB, MI/USAF	17,428
122	Hunter AAF, GA/USA	17,400
123	Gunter AFB, AL/USAF	17,330
124	Goodfellow AFB, TX/USAF	17,322
125	Shaw AFB, SC/USAF	17,123
126	Ft. Leavenworth, KS/USA	17,043
127	Seymour-Johnson AFB, NC/ USAF	17,035
128	Grissom AFB, IN/USAF	17,021
129	Kings Bay, GA/NAVY	17,000
130	Lemoore, CA/NAVY	16,870
131	Mare Island, CA/NAVY	16,840
132	USAF Academy, CO/USAF	16,767
133	Port Hueneme, CA/NAVY	16,700
134	Hadnot Point, NC/USMC	16,627
135	Mt. Home AFB, ID/USAF	16,449
136	Grand Forks AFB, ND/USAF	16,422
137	Wurtsmith AFB, MI/USAF	16,319
138	Griffiss AFB, NY/USAF	16,231
139	Brooks AFB, TX/USAF	16,216
140	Hill AFB, UT/USAF	16,159
141	McConnell AFB, KS/USAF	15,935
142	Twentynine Palms, CA/USMC	15,500
143	Beale AFB, CA/USAF	15,392
144	Minot AFB, ND/USAF	15,329
145	Ft. McClellan, AL/USA	15,146
146	Ft. Leonard Wood, MO/USA	14,910
147	North Island, CA/NAVY	14,415
148	Newport, RI/NAVY	14,346
149	Aberdeen PG, MD/USA	14,229
150	Ft. Ben Harrison, IN/USA	14,145
151	Corpus Christi, TX/NAVY	14,024
152	Albany, GA/USMC	13,980
153	England AFB, LA/USAF	13,904
154	Eaker AFB, AR/USAF	13,546
155	Seattle, WA/NAVY	13,500
156	New Cumberland, PA/USA	13,390
157	Annapolis, MD/NAVY	13,374
158	San Diego NTC, CA/NAVY	13,238
159	George AFB, CA/USAF	13,207
160	Plattsburgh AFB, NY/USAF	12,906
161	Ft. Devens, MA/USA	12,770
162	Edgewood Arsenal, MD/USA	12,644
163	Richmond DGSC, VA/USA	12,586
164	Vance AFB, OK/USAF	12,383
165	Whidbey Island, WA/NAVY	12,354
166	Bremerton, WA/NAVY	12,352
167	Mitchel Field, NY/NAVY	12,290
168	Hurlburt Fld, FL/USAF	11,917
169	Mayport, FL/NAVY	11,700
170	Brunswick, ME/NAVY	11,662
171	Parris Island, SC/USMC	11,500
172	Ft. Hamilton, NY/USA	11,400
173	Carlisle Barracks, PA/USA	11,312
174	Myrtle AFB, SC/USAF	11,272
175	Charleston NWS, SC/NAVY	10,540
176	Yuma, AZ/USMC	10,400
177	Cecil Field, FL/NAVY	10,226
178	Gulfport, MS/NAVY	10,076
179	Treasure Island, CA/NAVY	9,696
180	Selfridge ANG Base, MI/USA	9,687
181	New Orleans, LA/NAVY	9,600
182	Pope AFB, NC/USA	9,587
183	Patuxent River, MD/NAVY	9,406
184	Key West, FL/NAVY	9,139
185	Tobyhanna, PA/USA	9,000
186	Barstow, CA/USMC	9,000
187	Meridian, MS/NAVY	8,844
188	Fitzsimons AMC, CO/USA	8,712
189	San Onofre, CA/USMC	8,700
190	Scotia, NY/NAVY	8,200
191	Ft. McPherson, GA/USA	8,100
192	Vint Hill Farms, VA/USA	8,088
193	Ft. Monroe, VA/USA	8,049
194	Arnold AFS, TN/USAF	8,040
195	Bangor AFB, MD/USAF	7,850
196	Whiting Field, FL/NAVY	7,645
197	Point Mugu, CA/NAVY	7,520
198	Stockton, CA/NAVY	7,422
199	Lexington Blue Grass, KY/ USA	7,196
200	Yorktown, VA/NAVY	7,056
201	Rock Island Arsenal, IL/USA	6,944
202	White Sands, NM/USA	6,768
203	Governor's Island, NY/NAVY	6,700
204	Kingsville, TX/NAVY	6,700
205	ARDEC, PA/USA	6,400
206	Malonee Village, NC/USA	6,360
207	New River, NC/USMC	6,344
208	Dugway Prov. Grnd, UT/USA	6,062
209	Yuma Prov. Grnds., AZ/USA	6,062
210	Charles E. Kelly, PA/USA	6,000
211	Stewart AB, NY/USA	5,900
212	Ft. Ritchie, MD/USA	5,500
213	Beeville, TX/NAVY	5,464
214	Lakehurst, NJ/NAVY	5,075
215	Ft. Hood II, TX/USA	5,061
216	Dahlgren, VA/NAVY	4,593
217	Sierra AD, CA/USA	4,500
218	Athens, GA/NAVY	4,400
219	Ft. Story, VA/USA	4,269
220	Fallon, NV/NAVY	4,000
221	China Lake, CA/NAVY	3,927
222	Seneca AD, NY/USA	3,866
223	El Centro, CA/NAVY	3,760
224	Ft. Sam Houston II, TX/USA	3,536
225	Oakland AB, CA/USA	3,072
226	Gila Bend AFS, AZ/USAF	2,663
227	Crane, IN/NAVY	2,650
228	Powell AFS, WY/USAF	2,566
229	Cutler, ME/NAVY	2,252
230	Wilder AFS, ID/USAF	2,100
231	Belle Fourche AFS, SD/USAF	2,015
232	Dickinson AFS, ND/USAF	2,015
233	Forsyth AFS, MT/USAF	2,015
234	Conrad AFS, MT/USAF	2,015
235	Havre AFS, MT/USAF	2,015
236	Winter Harbor, ME/NAVY	1,876
237	Calumet AFS, MI/USAF	1,797
238	Avon Park, FL/USAF	1,650
239	LaJunta AFS, CO/USAF	1,488
240	Port Austin AFS, MI/USAF	1,400
241	Holbrook AFS, AZ/USAF	708
242	Camp Merrill, GA/USA	451

All-Service Overseas Commissary Store Rankings by Total Sq. Ft. of Sales Areas

Rank	Store/Parent Organization	Total Sq. Ft.
1	Ramstein AB, FRG/USAF	31,468
2	Elmendorf AFB, AK/USAF	28,641
3	Kadena, Okinawa/USAF	27,839
4	Hickam AFB, HI/USAF	26,460
5	RAF Lakenheath/USAF	26,142
6	Schofield Barracks, HI/USA	25,059
7	Yongsan, Korea/USA	24,824
8	Pearl Harbor, HI/NAVY	24,641
9	Clark AB, PI/USAF	23,730
10	RAF Alconbury/USAF	22,257
11	Fuerth, FRG/USA	21,870
12	Misawa AB, Japan/USAF	21,635
13	Osan AB, Korea/USAF	21,250
14	Hahn AB, FRG/USAF	20,700
15	Andersen AFB, Guam/USAF	19,462
16	Rhein-Main AB, FRG/USAF	19,448
17	Yokota AB, Japan/USAF	19,210
18	Heidelberg, FRG/USA	18,500
19	Ft. Buchanan, PR/USA	18,084
20	Frankfurt, FRG/USA	17,928
21	Schweinfurt, FRG/USA	17,833
22	RAF Greenham Commons/ USAF	17,706
23	Vogelweh AB, FRG/USAF	17,349
24	Berlin, FRG/USA	17,100
25	Hanau, FRG/USA	16,813
26	Incirlik, Turkey/USAF	16,109
27	Robinson Barracks, FRG/USA	16,073
28	Torrejon AB, Spain/USAF	15,839
29	Ft. Richardson, AK/USA	15,713
30	Camp Foster, Okinawa/USAF	15,681
31	Guam/NAVY	15,303

Rank	Store/Parent Organization	Total Sq. Ft.
32	Giessen, FRG/USA	15,015
33	Subic Bay, PI/NAVY	15,000
34	Yokosuka, Japan/NAVY	14,600
35	Lajes Field, Azores/USAF	14,200
36	Patch Barracks, FRG/USA	13,936
37	Wuerzburg, FRG/USA	13,650
38	Kaneohe Bay, HI/USMC	13,300
39	Vilseck, FRG/USA	13,115
40	RAF Bentwaters/USAF	12,979
41	Camp Courtney, Okinawa/ USAF	12,746
42	RAF Upper Heyford/USAF	12,624
43	Wiesbaden, FRG/USA	12,506
44	Soesterberg, NL/USAF	12,336
45	Karlsruhe, FRG/USA	12,057
46	Corozal, Panama/USA	11,564
47	Spangdahlem AB, FRG/USAF	11,561
48	Ansbach, FRG/USA	11,361
49	Schinnen, NL/USA	10,893
50	Sagamihara, Japan/USA	10,755
51	Aschaffenberg, FRG/USA	10,721
52	Aviano AB, Italy/USAF	10,644
53	Chievres, Belgium/USA	10,581
54	Bremerhaven, FRG/USA	10,458
55	Comiso AB, Italy/USAF	10,422
56	Munich, FRG/USA	10,140
57	Baumholder, FRG/USA	9,941
58	Eielson AFB, AK/USAF	9,794
59	Barbers Point, HI/NAVY	9,660
60	Roosevelt Roads, PR/NAVY	9,440
61	Kitzingen, FRG/USA	9,311
62	Augsburg, FRG/USA	9,245
63	Kelley Barracks, FRG/USA	9,240
64	Zweibruecken, FRG/USA	9,235
65	Bamberg, FRG/USA	9,056
66	Sigonella, Italy/NAVY	9,025
67	Darmstadt, FRG/USA	9,006
68	Iwakuni, Japan/USMC	9,000
69	Rota, Spain/NAVY	8,716
70	Mannheim, FRG/USA	8,700
71	Adak, AK/NAVY	8,480
72	Bitburg AB, FRG/USAF	8,426
73	Hellenikon/USAF	8,395
74	RAF Fairford/USAF	8,310
75	Sembach AB, FRG/USAF	8,308
76	Hellenikon Branch/USAF	8,199
77	Heilbronn, FRG/USA	8,176
78	Guantanamo Bay, Cuba/ NAVY	8,100
79	Ft. Wainwright, AK/USA	8,066
80	Keflavik, Iceland/NAVY	7,784
81	Ankara, Turkey/USAF	7,648
82	Bad Kreuznach, FRG/USA	7,060
83	RAF Chicksands/USAF	7,036
84	Dexheim, FRG/USA	7,028
85	Worms, FRG/USA	6,895
86	Naples, Italy/NAVY	6,804
87	Argentia, Newfoundland/ NAVY	6,726
88	Fulda, FRG/USA	6,719
89	Ft. Shafter, HI/USA	6,393
90	Rheinburg, FRG/USA	6,356
91	San Vito AS, Italy/USAF	6,338
92	Atsugi, Japan/NAVY	6,326
93	Ft. Greely, AK/USA	6,290
94	Zaragoza AB, Spain/USAF	6,250
95	Bad Nauheim, FRG/USA	6,176
96	Grafenwoehr, FRG/USA	5,952
97	Gelnhausen, FRG/USA	5,871
98	Livorno, Italy/USA	5,816
99	Pusan, Korea/USA	5,734
100	Bermuda/NAVY	5,607
101	Neu Ulm, FRG/USA	5,431
102	Howard, Panama/USA	5,400
103	Pirmasens, FRG/USA	5,317
104	Espinar, Panama/USA	5,200
105	Izmir, Turkey/USAF	5,078
106	Taegu, Korea/USA	4,875
107	Holy Loch, Scotland/NAVY	4,841
108	Kunsan AB, Korea/USAF	4,752
109	Illesheim, FRG/USA	4,701
110	Goeppingen, FRG/USA	4,597
111	Bad Toelz, FRG/USA	4,572
112	Dhahran, Saudi Arabia/USA	4,544
113	Wildflecken, FRG/USA	4,512
114	Riyadh, Saudi Arabia/USA	4,507
115	Bad Aibling, FRG/USA	4,250
116	Schwaebisch Gmuend/USA	4,222
117	Iraklion/USAF	4,206
118	Camp Edwards, Korea/USA	4,205
119	Werteim, FRG/USA	4,176
120	Oslo, NO/USAF	4,032
121	RAF Wethersfield/USAF	3,945
122	Camp Zama, Japan/USA	3,852
123	Panzer, FRG/USA	3,840
124	Schwaebisch Hal, FRG/USA	3,816
125	Vicenza, Italy/USA	3,732
126	Camp Carroll, Korea/USA	3,560
127	Helmstedt, FRG/USA	3,534
128	Edzell, Scotland/NAVY	3,474
129	Bad Hersfeld, FRG/USA	3,390
130	Garmisch, FRG/USA	3,315
131	Cairo, Egypt/USA	3,253
132	Sasebo, Japan/NAVY	3,208
133	Buedingen, FRG/USA	3,200
134	Hessisch-Oldendorf, FRG/USAF	3,173
135	RAF Sculthorpe/USAF	3,148
136	Schwabach, FRG/USA	3,128
137	Exmouth, Australia/NAVY	3,077
138	Camp Humphreys, Korea/USA	3,065
139	Camp Casey, Korea/USA	3,060
140	Erlangen, FRG/USA	2,954
141	Hannam Village, Korea/USA	2,950
142	Menwith Hill, UK/USAF	2,926
143	Babenhausen, FRG/USA	2,878
144	Berchtesgaden, FRG/USA	2,875
145	Germersheim, FRG/USA	2,787
146	Amberg, FRG/USA	2,640
147	Hohenfels, FRG/USA	2,621
148	San Miguel, PI/NAVY	2,514
149	Muenster, FRG/USA	2,487
150	Idar Oberstein, FRG/USA	2,435
151	Decimomannu, Italy/USAF	2,419
152	Chinhae, Korea/NAVY	2,400
153	Crailsheim, FRG/USA	2,390
154	Herzo Base, FRG/USA	2,350
155	Osterholz, FRG/USA	2,350
156	Soegel, FRG/USA	2,350
157	Bad Kissingen, FRG/USA	2,347
158	Mildenhall, UK/USAF	2,325
159	Bindlach, FRG/USA	2,244
160	Bueren, FRG/USA	2,200
161	Neubruecke, FRG/USA	2,175
162	Flensburg, FRG/USA	2,130
163	Sagami, Japan/USA	2,016
164	Florennes, BE/USAF	1,914
165	Fischbach, FRG/USA	1,880
166	Fliegerhorst, FRG/USA	1,780
167	Mainz, FRG/USA	1,550
168	Pruem, FRG/USAF	1,546
169	Giebelstadt, FRG/USA	1,524
170	La Maddalena, Italy/NAVY	1,500
171	Trier, FRG/USAF	1,476
172	McCully Barracks, FRG/USA	1,440
173	RAF Burtonwood/USAF	1,410
174	Camp Stanley, Korea/USA	1,369
175	Camp Page, Korea/USA	1,324
176	Royal Oaks, UK/USAF	1,315
177	Kirchgoens, FRG/USA	1,260
178	Nea Makri/USAF	1,203
179	Wildflecken II, FRG/USA	1,029
180	Neckarsulm, FRG/USA	962
181	Camp King, FRG/USA	840
182	Camp Kure, Japan/USA	790
183	Regensburg, FRG/USA	770
184	Kinser Whse Center, Okinawa/USAF	0

All-Service CONUS Commissary Store Rankings by Average Monthly $ Sales/ Square Foot . . . based on FY89 Sales

Data are unadjusted for number of shopping days, and are based on official but preliminary sales reports. © *Interservice*

Rank	Store/Parent Organization	Avg. Mo. $ Sales/Sq. Ft.
1	Ft. Belvoir, VA/USA	227
2	Ft. Ord, CA/USA	177
3	Ft. Hood, TX/USA	168
4	Oakland AB, CA/USA	152
5	Ft. Bliss, TX/USA	150
6	Ft. Meade, MD/USA	144
7	Eglin AFB, FL/USAF	138
8	Ft. Lewis, WA/USA	138
9	Ft. Campbell, KY/USA	136
10	Jacksonville, FL/NAVY	133
11	Hill AFB, UT/USAF	130
12	Selfridge ANG Base, MI/USA	125
13	Malonee Village, NC/USA	125
14	Ft. Leonard Wood, MO/USA	123
15	Ft. Carson, CO/USA	122
16	Moffett Field, CA/NAVY	122
17	Randolph AFB, TX/USAF	115
18	Ft. Devens, MA/USA	114
19	Ft. Leavenworth, KS/USA	114
20	McGuire AFB, NJ/USAF	112
21	Ft. Ben Harrison, IN/USA	112
22	Ft. Sam Houston, TX/USA	112
23	Ft. Benning, GA/USA	112
24	Luke AFB, AZ/USAF	111
25	Oceana, VA/NAVY	111
26	George AFB, CA/USAF	110
27	Charleston NWS, SC/NAVY	110
28	Miramar, CA/NAVY	110
29	McChord AFB, WA/USAF	107
30	Patrick AFB, FL/USAF	107
31	Ft. McClellan, AL/USA	107
32	Davis-Monthan AFB, AZ/USAF	106
33	Charles E. Kelly, PA/USA	106
34	Ft. Ritchie, MD/USA	106
35	March AFB, CA/USAF	105
36	Ft. Sam Houston II, PA/USA	105
37	Wright-Patterson, OH/USAF	104
38	Ft. Knox, KY/USA	102
39	Redstone Arsenal, AL/USA	102
40	Seattle, WA/NAVY	102
41	Whidbey Island, WA/NAVY	102
42	Travis AFB, CA/USAF	101
43	Langley AFB, VA/USAF	101
44	Ft. Bragg, NC/USA	101
45	Quantico, VA/USMC	101
46	Mather AFB, CA/USAF	100
47	MacDill AFB, FL/USAF	100
48	Ft. Gordon, GA/USA	100
49	Ft. Gillem, GA/USA	99
50	Lackland AFB, TX/USAF	98
51	Pensacola, FL/NAVY	98
52	Hurlburt Fld, FL/USAF	97
53	Ft. Hood II, TX/USA	97
54	Barksdale AFB, LA/USAF	96
55	San Diego NS, CA/NAVY	96
56	McConnell AFB, KS/USAF	94
57	Ft. Jackson, SC/USA	94
58	Nellis AFB, NV/USAF	93
59	Homestead AFB, FL/USAF	92
60	Offutt AFB, NE/USAF	91
61	Carswell AFB, TX/USAF	91
62	Keesler AFB, MS/USAF	91
63	Fitzsimons AMC, CO/USA	91
64	Ft. Rucker, AL/USA	91
65	Norfolk, VA/NAVY	90
66	Castle AFB, CA/USAF	89
67	Griffiss AFB, NY/USAF	89
68	Avon Park, FL/USAF	89
69	Little Creek, VA/NAVY	89
70	Scott AFB, IL/USAF	88
71	Peterson AFB, CO/USAF	88
72	Ft. Polk, LA/USA	88
73	New London, CT/NAVY	88
74	Beale AFB, CA/USAF	87
75	McClellan AFB, CA/USAF	87
76	Bergstrom AFB, TX/USAF	87
77	Ft. Sill, OK/USA	87
78	Camp Pendleton, CA/USMC	87
79	Alameda, CA/NAVY	87
80	Plattsburgh AFB, NY/USAF	84
81	Myrtle AFB, SC/USAF	84
82	Vint Hill Farms, VA/USA	84
83	Mayport, FL/NAVY	84
84	New Orleans, LA/NAVY	84
85	Little Rock AFB, AR/USAF	83
86	Shaw AFB, SC/USAF	83
87	Carlisle Barracks, PA/USA	82
88	Ft. Riley, KS/USA	82
89	Andrews AFB, MD/USAF	81
90	Seymour-Johnson AFB, NC/ USAF	81
91	Lowry AFB, CO/USAF	81
92	USAF Academy, CO/USAF	81
93	Ft. Huachuca, AZ/USA	81
94	Newport, RI/NAVY	81
95	Bolling AFB, DC/USAF	80
96	England AFB, LA/USAF	80
97	Cameron Station, VA/USA	80
98	Ft. Drum, NY/USA	80
99	Ft. Monroe, VA/USA	80
100	Charleston AFB, SC/USAF	79
101	Ft. Eustis, VA/USA	79
102	Cherry Point, NC/USMC	78
103	Long Beach, CA/NAVY	77
104	Tinker AFB, OK/USAF	76
105	Williams AFB, AZ/USAF	75
106	Ft. Monmouth, NJ/USA	75
107	Patuxent River, MD/NAVY	75
108	Ellsworth AFB, SD/USAF	74
109	Ft. Myer, VA/USA	74
110	Tarawa Terrace, NC/USMC	74
111	Tyndall AFB, FL/USAF	73
112	Walter Reed AMC, DC/USA	73
113	Ft. Lee, VA/USA	73
114	Ft. Story, VA/USA	73
115	El Toro, CA/USMC	73
116	Norton AFB, CA/USAF	72
117	Fairchild AFB, WA/USAF	72
118	Kirtland AFB, NM/USAF	71
119	Great Lakes, IN/NAVY	71
120	Memphis, TN/NAVY	71
121	Imperial Beach, CA/NAVY	71
122	Aberdeen PG, MD/USA	70

Rank	Store/Parent Organization	Avg. Mo. $ Sales/Sq. Ft.
123	Maxwell AFB, AL/USAF	69
124	Ft. Hamilton, NY/USA	69
125	Brunswick, ME/NAVY	69
126	Port Hueneme, CA/NAVY	69
127	Sheppard AFB, TX/USAF	68
128	Presidio of S.F., CA/USA	68
129	Dover AFB, DE/USAF	66
130	Hadnot Point, NC/USMC	66
131	Robins AFB, GA/USAF	65
132	Pease AFB, NH/USAF	64
133	Dyess AFB, TX/USAF	64
134	Camp Merrill, GA/USA	64
135	Bremerton, WA/NAVY	64
136	Seneca AD, NY/USA	62
137	Vandenberg AFB, CA/USAF	60
138	Orlando, FL/NAVY	60
139	Rock Island Arsenal, IL/USA	59
140	Hunter AAF, GA/USA	59
141	Parris Island, SC/USMC	59
142	Bangor, WA/NAVY	59
143	China Lake, CA/NAVY	59
144	San Diego NTC, CA/NAVY	59
145	Edwards AFB, CA/USAF	58
146	Mt. Home AFB, ID/USAF	58
147	C. M. Price, IL/USA	58
148	Mare Island, CA/NAVY	58
149	Grand Forks AFB, ND/USAF	57
150	Hanscom AFB, MA/USAF	56
151	Yuma, AZ/USMC	56
152	Portsmouth, VA/NAVY	56
153	Eaker AFB, AR/USAF	55
154	Gunter AFB, AL/USAF	55
155	Mitchel Field, NY/NAVY	55
156	Tobyhanna, PA/USA	54
157	West Point, NY/USA	54
158	Minot AFB, ND/USAF	53
159	Moody AFB, GA/USAF	53
160	Ft. McPherson, GA/USA	53
161	Annapolis, MD/NAVY	53
162	Athens, GA/NAVY	52
163	Goodfellow AFB, TX/USAF	51
164	Fallon, NV/NAVY	51
165	Grissom AFB, IN/USAF	50
166	White Sands, NM/USA	50
167	Ft. Stewart, GA/USA	50
168	New River, NC/USMC	50
169	Cecil Field, FL/NAVY	50
170	Whiteman AFB, MO/USAF	49
171	Wurtsmith AFB, MI/USAF	49
172	Malmstrom AFB, MT/USAF	49
173	Holloman AFB, NM/USAF	49
174	Twentynine Palms, CA/USMC	48
175	Bangor AFB, MD/USAF	47
176	Lakehurst, NJ/NAVY	47
177	Lemoore, CA/NAVY	47
178	Hamilton, CA/NAVY	47
179	Corpus Christi, TX/NAVY	47
180	Los Angeles AFB, CA/USAF	46
181	Arnold AFS, TN/USAF	46
182	San Onofre, CA/USMC	46
183	Whiting Field, FL/NAVY	46
184	Chanute AFB, IL/USAF	45
185	K.I. Sawyer AFB, MI/USAF	45
186	Key West, FL/NAVY	45
187	F.E. Warren AFB, WY/USAF	44
188	Altus AFB, OK/USAF	44
189	Cannon AFB, NM/USAF	44
190	Edgewood Arsenal, MD/USA	44
191	Gulfport, MS/NAVY	44
192	Lexington Blue Grass, KY/USA	43
193	Governor's Island, NY/NAVY	43
194	Philadelphia, PA/NAVY	43
195	North Island, CA/NAVY	43
196	Loring AFB, ME/USAF	42
197	New Cumberland, PA/USA	41
198	Stockton, CA/NAVY	41
199	Point Mugu, CA/NAVY	41
200	Brooks AFB, TX/USAF	40
201	ARDEC, PA/USA	40
202	Ft. Sheridan, IL/USA	40
203	Meridian, MS/NAVY	39
204	Columbus AFB, MS/USAF	38
205	Richmond DGSC, VA/USA	37
206	Sierra AD, CA/USA	37
207	Scotia, NY/NAVY	37
208	Vance AFB, OK/USAF	35
209	Albany, GA/USMC	35
210	Kelly AFB, TX/USAF	34
211	Barstow, CA/USMC	34
212	Reese AFB, TX/USAF	33
213	Stewart AB, NY/USA	33
214	Yuma Prov. Grnds., AZ/USA	33
215	Yorktown, VA/NAVY	33
216	Charleston NS, SC/NAVY	31
217	Winter Harbor, ME/NAVY	30
218	Beeville, TX/NAVY	30
219	Holbrook AFS, AZ/USAF	29
220	Treasure Island, CA/NAVY	28
221	Laughlin AFB, TX/USAF	25
222	Cutler, ME/NAVY	25
223	Kings Bay, GA/NAVY	25
224	Kingsville, TX/NAVY	24
225	El Centro, CA/NAVY	24
226	Dugway Prov. Grnd, UT/USA	23
227	Ft. Irwin, CA/USA	23
228	Dahlgren, VA/NAVY	22
229	LaJunta AFS, CO/USAF	20
230	Crane, IN/NAVY	19
231	Ft. McNair, DC/USA	16
232	Port Austin AFS, MI/USAF	14
233	Powell AFS, WY/USAF	12
234	Gila Bend AFS, AZ/USAF	12
235	Pope AFB, NC/USA	12
236	Belle Fourche AFS, SD/USAF	10
237	Dickinson AFS, ND/USAF	10
238	Forsyth AFS, MT/USAF	9
239	Calumet AFS, MI/USAF	8
240	Havre AFS, MT/USAF	8
241	Conrad AFS, MT/USAF	6
242	Wilder AFS, ID/USAF	5

All-Service Overseas Commissary Store Rankings by Average Monthly $ Sales/ Square Foot . . . based on FY89 Sales

Data are unadjusted for number of shopping days, and are based on official but preliminary sales reports.

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Rank	Store/Parent Organization	Avg. Mo. $ Sales/Sq. Ft.
1	Mainz, FRG/USA	372
2	Camp Stanley, Korea/USA	172
3	Pearl Harbor, HI/NAVY	166
4	Hickam AFB, HI/USAF	153
5	Vicenza, Italy/USA	151
6	Corozal, Panama/USA	140
7	Osterholz, FRG/USA	139
8	Taegu, Korea/USA	136
9	Yongsan, Korea/USA	130
10	Mannheim, FRG/USA	130
11	Wiesbaden, FRG/USA	119
12	Ft. Wainwright, AK/USA	118
13	Camp Foster/USAF	114
14	Naples, Italy/NAVY	112
15	Ft. Buchanan, PR/USA	111
16	Holy Loch, Scotland/NAVY	109
17	Clark AB, PI/USAF	106

Rank	Store/Parent Organization	Avg. Mo. $ Sales/Sq. Ft.
18	Howard, Panama/USA	104
19	Augsburg, FRG/USA	104
20	Schofield Barrack, HI/USA	102
21	Hanau, FRG/USA	100
22	Kirchgoens, FRG/USA	97
23	Guam/NAVY	95
24	Bitburg AB, FRG/USAF	94
25	Camp Casey, Korea/USA	92
26	Frankfurt, FRG/USA	92
27	Osan AB, Korea/USAF	91
28	Ramstein AB, FRG/USAF	90
29	Ft. Shafter, HI/USA	90
30	Baumholder, FRG/USA	88
31	Roosevelt Roads, PR/NAVY	87
32	Fuerth, FRG/USA	86
33	Vogelweh AB, FRG/USAF	84
34	Kaneohe Bay, HI/USMC	83
35	Andersen AFB, Guam/USAF	82
36	Elmendorf AFB, AK/USAF	81
37	RAF Upper Heyford/USAF	81
38	Robinson Barracks, FRG/USA	81
39	Heidelberg, FRG/USA	80
40	Pirmasens, FRG/USA	79
41	Eielson AFB, AK/USAF	78
42	Rhein-Main AB, FRG/USAF	78
43	Barbers Point, HI/NAVY	78
44	Kadena, Okinawa/USAF	76
45	Bamberg, FRG/USA	75
46	Neu Ulm, FRG/USA	74
47	Rota, Spain/NAVY	74
48	Sembach AB, FRG/USAF	72
49	Subic Bay, PI/NAVY	72
50	Berlin, FRG/USA	71
51	Ft. Richardson, AK/USA	70
52	Yokosuka, Japan/NAVY	70
53	Guantanamo Bay, Cuba/NAVY	70
54	Menwith Hill, UK/USAF	68
55	Bermuda/NAVY	68
56	Spangdahlem AB, FRG/USAF	67
57	Yokota AB, Japan/USAF	67
58	Camp Humphreys, Korea/USA	67
59	Giessen, FRG/USA	67
60	Fulda, FRG/USA	66
61	Darmstadt, FRG/USA	65
62	Kitzingen, FRG/USA	65
63	Grafenwoehr, FRG/USA	64
64	Bad Kreuznach, FRG/USA	63
65	Chievres, Belgium/USA	63
66	RAF Bentwaters/USAF	62
67	Wuerzburg, FRG/USA	62
68	La Maddalena, Italy/NAVY	62
69	Bremerhaven, FRG/USA	60
70	Erlangen, FRG/USA	60
71	Munich, FRG/USA	60
72	Babenhausen, FRG/USA	59
73	Camp King, FRG/USA	59
74	Wildflecken, FRG/USA	59
75	Bad Kissingen, FRG/USA	58
76	Zweibruecken, FRG/USA	58
77	Hellenikon Branch/USAF	57
78	RAF Lakenheath/USAF	57
79	Ansbach, FRG/USA	57
80	Espinar, Panama/USA	56
81	Bindlach, FRG/USA	56
82	Giebelstadt, FRG/USA	56
83	Livorno, Italy/USA	55
84	Patch Barracks, FRG/USA	54
85	Hahn AB, FRG/USAF	53
86	Sagamihara, Japan/USA	53
87	Sasebo, Japan/NAVY	53
88	Torrejon AB/USAF	52
89	Misawa AB, Japan/USAF	52
90	Heilbronn, FRG/USA	52
91	Pusan, Korea/USA	51
92	Fliegerhorst, FRG/USA	50
93	Sigonella, Spain/NAVY	50
94	Atsugi, Japan/NAVY	50
95	Schwaebisch Gmuend, FRG/USA	49
96	Keflavik, Iceland/NAVY	49
97	Bad Nauheim, FRG/USA	48
98	Cairo, Egypt/USA	48
99	Illesheim, FRG/USA	48
100	San Vito AS, Italy/USAF	47
101	Goeppingen, FRG/USA	47
102	Karlsruhe, FRG/USA	47
103	Adak, AK/NAVY	47
104	Aschaffenberg, FRG/USA	46
105	Hohenfels, FRG/USA	46
106	Schweinfurt, FRG/USA	46
107	Mildenhall, UK/USAF	45
108	Riyadh, Saudi Arabia/USA	45
109	Wildflecken II, FRG/USA	45
110	San Miguel, PI/NAVY	45
111	Kunsan AB, Korea/USAF	44
112	Gelnhausen, FRG/USA	44
113	Schinnen, NL/USA	44
114	Izmir, Turkey/USAF	43
115	Worms, FRG/USA	43
116	Royal Oaks, UK/USAF	41
117	Amberg, FRG/USA	41
118	Crailsheim, FRG/USA	41
119	Aviano AB, Italy/USAF	40
120	Iraklion/USAF	39
121	Zaragoza AB/USAF	39
122	Camp Page, Korea/USA	39
123	RAF Chicksands/USAF	38
124	Edzell, Scotland/NAVY	38
125	Camp Carroll, Korea/USA	37
126	Hessisch-Oldendorf, FRG/USAF	36
127	Camp Zama, Japan/USA	36
128	Bad Hersfeld, FRG/USA	36
129	Berchtesgaden, FRG/USA	36
130	Herzo Base, FRG/USA	36
131	Iwakuni, Japan/USMC	36
132	Soesterberg, NL/USAF	34
133	Buedingen, FRG/USA	34
134	RAF Alconbury/USAF	33
135	RAF Fairford/USAF	33
136	Ankara, Turkey/USAF	33
137	Hannam Village, Korea/USA	33
138	Werteim, FRG/USA	33
139	Lajes Field, Azores/USAF	32
140	Incirlik, Turkey/USAF	31
141	Garmisch, FRG/USA	31
142	Ft. Greely, AK/USA	30
143	Camp Edwards, Korea/USA	29
144	Hellenikon/USAF	28
145	Kelley Barracks, FRG/USA	28
146	Neubruecke, FRG/USA	28
147	Oslo, NO/USAF	27
148	Comiso AB, Italy/USAF	27
149	Schwabach, FRG/USA	27
150	Vilseck, FRG/USA	27
151	Florennes, BE/USAF	26
152	Bad Aibling, FR/USA	26
153	Bad Toelz, FRG/USA	26
154	Schwaebisch Hal/USA	25
155	Nea Makri/USAF	24
156	RAF Wethersfield/USAF	24
157	McCully Barracks, FRG/USA	24
158	Camp Courtney, Okinawa/USAF	23
159	RAF Greenham Commons/USAF	23
160	Idar Oberstein, FRG/USA	22
161	Pruem, FRG/USAF	21
162	Exmouth, Australia/NAVY	21
163	Muenster, FRG/USA	20
164	Neckarsulm, FRG/USA	20
165	Rheinburg, FRG/USA	19
166	Chinhae, Korea/NAVY	19
167	Dhahran, Saudi Arabia/USA	18
168	Germersheim, FRG/USA	17
169	Flensburg, FRG/USA	16
170	Panzer, FRG/USA	16
171	RAF Burtonwood/USAF	15
172	Sagami, Japan/USA	14
173	Soegel, FRG/USA	14
174	Dexheim, FRG/USA	12
175	Trier, FRG/USAF	11
176	Bueren, FRG/USA	11
177	RAF Sculthorpe/USAF	10
178	Fischbach, FRG/USA	10
179	Argentia, Newfoundland/NAVY	10
180	Regensburg, FRG/USA	9
181	Camp Kure, Japan/USA	7
182	Decimomannu, Italy/USAF	5
183	Helmstedt, FRG/USA	4
184	Kinser Whse Center, Okinawa/USAF	0

All-Service CONUS Commissary Store Rankings by ACV . . . based on FY89 Sales

The ACV (All Commodity Volume) represents a store's share of the total combined sales of all CONUS commissaries.

Data are unadjusted for number of shopping days, and are based on official but preliminary sales reports.

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Rank	Store/Parent Organization	ACV
1	Ft. Belvoir, VA/USA	1.60
2	MacDill AFB, FL/USAF	1.53
3	McChord AFB, WA/USAF	1.42
4	Ft. Hood, TX/USA	1.40
5	Ft. Bliss, TX/USA	1.32
6	McGuire AFB, NJ/USAF	1.29
7	Carswell AFB, TX/USAF	1.26
8	Miramar, CA/NAVY	1.20
9	Ft. Lewis, WA/USA	1.19
10	Ft. Meade, MD/USA	1.17
11	Wright-Patterson, OH/USAF	1.12
12	Lackland AFB, TX/USAF	1.11
13	Ft. Bragg, NC/USA	1.10
14	Langley AFB, VA/USAF	1.07
15	Randolph AFB, TX/USAF	1.06
16	Nellis AFB, NV/USAF	1.04
17	Ft. Benning, GA/USA	1.04
18	Tinker AFB, OK/USAF	1.00
19	Travis AFB, CA/USAF	.98
20	Ft. Campbell, KY/USA	.98
21	San Diego NS, CA/NAVY	.96
22	Andrews AFB, MD/USAF	.94
23	Patrick AFB, FL/USAF	.94
24	Ft. Ord, CA/USA	.92
25	Little Creek, VA/NAVY	.90
26	Eglin AFB, FL/USAF	.89
27	Lowry AFB, CO/USAF	.89
28	Kirtland AFB, NM/USAF	.88
29	Bergstrom AFB, TX/USAF	.87
30	Barksdale AFB, LA/USAF	.86
31	McClellan AFB, CA/USAF	.85
32	Scott AFB, IL/USAF	.85
33	Ft. Knox, KY/USA	.85
34	Offutt AFB, NE/USAF	.83
35	Keesler AFB, MS/USAF	.83
36	Mather AFB, CA/USAF	.80
37	Peterson AFB, CO/USAF	.80
38	Ft. Sill, OK/USA	.78
39	Imperial Beach, CA/NAVY	.78
40	Davis-Monthan AFB, AZ/USAF	.76
41	Ft. Carson, CO/USA	.76
42	Norton AFB, CA/USAF	.75
43	Luke AFB, AZ/USAF	.75
44	Jacksonville, FL/NAVY	.75
45	Oceana, VA/NAVY	.75
46	Ft. Sam Houston, TX/USA	.74
47	Norfolk, VA/NAVY	.74
48	March AFB, CA/USAF	.72
49	Homestead AFB, FL/USAF	.72
50	Cameron Station, VA/USA	.72
51	Ft. Jackson, SC/USA	.72
52	Little Rock AFB, AR/USAF	.71
53	Charleston AFB, SC/USAF	.69
54	Camp Pendleton, CA/USMC	.64
55	Moffett Field, CA/NAVY	.64
56	Pensacola, FL/NAVY	.64
57	Ft. Gordon, GA/USA	.63
58	Fairchild AFB, WA/USAF	.62
59	Maxwell AFB, AL/USAF	.62
60	Ft. Gillem, GA/USA	.61
61	Redstone Arsenal, AL/USA	.61
62	Hill AFB, UT/USAF	.60
63	Long Beach, CA/NAVY	.58
64	Ft. Rucker, AL/USA	.57
65	Quantico, VA/USMC	.56
66	Alameda, CA/NAVY	.56
67	Ft. Leavenworth, KS/USA	.55
68	Ft. Riley, KS/USA	.55
70	Ft. Myer, VA/USA	.55
71	Bolling AFB, DC/USAF	.54
72	Tyndall AFB, FL/USAF	.54
73	New London, CT/NAVY	.54
74	Walter Reed AMC, DC/USA	.52
75	Ft. Leonard Wood, MO/USA	.52
76	Ft. Lee, VA/USA	.52
77	El Toro, CA/USMC	.52
78	Orlando, FL/NAVY	.52
79	Pease AFB, NH/USAF	.51
82	Castle AFB, CA/USAF	.51
80	Robins AFB, GA/USAF	.49
83	Dover AFB, DE/USAF	.49
84	Ft. Polk, LA/USA	.49
85	Williams AFB, AZ/USAF	.48
86	Hanscom AFB, MA/USAF	.47
87	Sheppard AFB, TX/USAF	.46
88	Ft. McClellan, AL/USA	.46
89	Vandenberg AFB, CA/USAF	.45
90	Ft. Ben Harrison, IN/USA	.45
91	Ft. Huachuca, AZ/USA	.45
92	Presidio of S.F., CA/USA	.45
93	Memphis, TN/NAVY	.45
94	Ft. Monmouth, NJ/USA	.44
95	Ft. Eustis, VA/USA	.44
96	McConnell AFB, KS/USAF	.43
97	Ft. Drum, NY/USA	.43
98	George AFB, CA/USAF	.41
99	Griffiss AFB, NY/USAF	.41
100	Dyess AFB, TX/USAF	.41
101	Ft. Devens, MA/USA	.41
102	Cherry Point, NC/USMC	.41
103	Shaw AFB, SC/USAF	.40
104	Seymour-Johnson AFB, NC/USAF	.39
105	USAF Academy, CO/USAF	.39
106	Ft. Stewart, GA/USA	.39
107	Seattle, WA/NAVY	.39
108	Beale AFB, CA/USAF	.38

Rank	Store/Parent Organization	ACV
109	Edwards AFB, CA/USAF	.38
110	Tarawa Terrace, NC/USMC	.38
111	Great Lakes, IN/NAVY	.38
112	Ellsworth AFB, SD/USAF	.37
113	Bangor, WA/NAVY	.37
114	Whidbey Island, WA/NAVY	.36
115	C. M. Price, IL/USA	.35
116	Chanute AFB, IL/USAF	.34
117	Holloman AFB, NM/USAF	.34
118	Selfridge ANG Base, MI/USA	.34
119	Portsmouth, VA/NAVY	.34
120	Malmstrom AFB, MT/USAF	.33
121	Hurlburt Fld, FL/USAF	.33
122	Newport, RI/NAVY	.33
123	Charleston NWS, SC/NAVY	.33
124	Port Hueneme, CA/NAVY	.33
125	England AFB, LA/USAF	.32
126	Los Angeles AFB, CA/USAF	.31
127	Plattsburgh AFB, NY/USAF	.31
128	Hadnot Point, NC/USMC	.31
129	F.E. Warren AFB, WY/USAF	.30
130	Hunter AAF, GA/USA	.29
131	Aberdeen PG, MD/USA	.28
132	Mayport, FL/NAVY	.28
133	Mare Island, CA/NAVY	.28
134	Grand Forks AFB,/USAF	.27
135	Mt. Home AFB, ID/USAF	.27
136	Gunter AFB, AL/USAF	.27
137	Myrtle AFB, SC/USAF	.27
138	West Point, NY/USA	.27
139	Moody AFB, GA/USAF	.26
140	Carlisle Barracks, PA/USA	.26
141	Hamilton, CA/NAVY	.26
142	Whiteman AFB, MO/USAF	.25
143	Altus AFB, OK/USAF	.25
144	Goodfellow AFB, TX/USAF	.25
145	Grissom AFB, IN/USAF	.24
146	Ft. Sheridan, IL/USA	.24
147	Minot AFB, ND/USAF	.23
148	Wurtsmith AFB, MI/USAF	.23
149	Loring AFB, ME/USAF	.23
150	Fitzsimons AMC, CO/USA	.23
151	Malonee Village, NC/USA	.23
152	Brunswick, ME/NAVY	.23
153	Charleston NS, SC/NAVY	.23
154	New Orleans, LA/NAVY	.23
155	K.I. Sawyer AFB, MI/USAF	.22
156	Columbus AFB, MS/USAF	.22
157	Cannon AFB, NM/USAF	.22
158	Ft. Hamilton, NY/USA	.22
159	Bremerton, WA/NAVY	.22
160	Philadelphia, PA/NAVY	.22
161	Lemoore, CA/NAVY	.22
162	San Diego NTC, CA/NAVY	.22
163	Eaker AFB, AR/USAF	.21
164	Twentynine Palms, CA/USMC	.21
165	Annapolis, MD/NAVY	.20
166	Patuxent River, MD/NAVY	.20
167	Kelly AFB, TX/USAF	.19
168	Vint Hill Farms, VA/USA	.19
169	Parris Island, SC/USMC	.19
170	Mitchel Field, NY/NAVY	.19
171	Corpus Christi, TX/NAVY	.19
172	Brooks AFB, TX/USAF	.18
173	Reese AFB, TX/USAF	.18
174	Charles E. Kelly,/USA	.18
175	Ft. Monroe, VA/USA	.18
176	North Island, CA/NAVY	.18
177	Ft. Ritchie, MD/USA	.17
178	Edgewood Arsenal, MD/USA	.16
179	New Cumberland, PA/USA	.16
180	Yuma, AZ/USMC	.16
181	Ft. Irwin, CA/USA	.15
182	Cecil Field, FL/NAVY	.15
183	Tobyhanna, PA/USA	.14
184	Ft. Hood II, TX/USA	.14
185	Albany, GA/USMC	.14
186	Laughlin AFB, TX/USAF	.13
187	Gulfport, MS/NAVY	.13
188	Richmond DGSC, VA/USA	.13
189	Oakland AB, CA/USA	.13
190	Vance AFB, OK/USAF	.12
191	Rock Island Arsenal, IL/USA	.12
192	Ft. McPherson, GA/USA	.12
193	Key West, FL/NAVY	.12
194	Kings Bay, GA/NAVY	.12
195	Ft. Sam Houston II, TX/USA	.11
196	San Onofre, CA/USMC	.11
197	Bangor AFB, MD/USAF	.10
198	Arnold AFS, TN/USAF	.10
199	Meridian, MS/NAVY	.10
200	Whiting Field, FL/NAVY	.10
201	White Sands, NM/USA	.10
202	Lexington Blue Grass, KY/USA	.09
203	Ft. Story, VA/USA	.09
204	New River, NC/USMC	.09
205	Barstow, CA/USMC	.09
206	Scotia, NY/NAVY	.09
207	Stockton, CA/NAVY	.09
208	Point Mugu, CA/NAVY	.09
209	Ft. McNair, DC/USA	.08
210	Governor's Island, NY/NAVY	.08
211	Treasure Island, CA/NAVY	.08
212	ARDEC, PA/USA	.07
213	Seneca AD, NY/USA	.07
214	Athens, GA/NAVY	.07
215	Lakehurst, NJ/NAVY	.07
216	Yorktown, VA/NAVY	.07
217	China Lake, CA/NAVY	.07
218	Yuma Prov. Grnds., AZ/USA	.06
219	Fallon, NV/NAVY	.06
220	Stewart AB, NY/USA	.05
221	Sierra AD, CA/USA	.05
222	Beeville, TX/NAVY	.05
223	Kingsville, TX/NAVY	.05
224	Avon Park, FL/USAF	.04
225	Dugway Prov. Grnd., UT/USA	.04
226	Pope AFB, NC/USA	.03
227	Dahlgren, VA/NAVY	.03
228	El Centro, CA/NAVY	.03
229	Cutler, ME/NAVY	.02
230	Winter Harbor, ME/NAVY	.02
231	Belle Fourche AFS, SD/USAF	.01
232	Dickinson AFS, ND/USAF	.01
233	Forsyth AFS, MT/USAF	.01
234	Powell AFS, WY/USAF	.01
235	Gila Bend AFS, AZ/USAF	.01
236	Holbrook AFS, AZ/USAF	.01
237	Camp Merrill, GA/USA	.01
238	Crane, IN/NAVY	.01
239	Conrad AFS, MT/USAF	/d
240	Havre AFS, MT/USAF	/d
241	Wilder AFS, ID/USAF	/d

All-Service Overseas Commissary Store Rankings by ACV . . . based on FY89 Sales

The ACV (All Commodity Volume) represents a store's share of the total combined sales of all overseas commissaries to include Alaska and Hawaii.

Data are unadjusted for number of shopping days, and are based on official but preliminary sales reports.

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Rank	Store/Parent Organization	ACV
1	Pearl Harbor, HI/NAVY	3.88
2	Hickam AFB, HI/USAF	3.84
3	Yongsan, Korea/USA	3.05
4	Ramstein AB, FRG/USAF	2.67
5	Schofield Barracks, HI/USA	2.42
6	Clark AB, PI/USAF	2.39
7	Elmendorf AFB, AK/USAF	2.20
8	Kadena, Okinawa/USAF	2.01
9	Ft. Buchanan, PR/USA	1.91
10	Osan AB, Korea/USAF	1.83
11	Fuerth, FRG/USA	1.77
12	Camp Foster, Okinawa/ USAF	1.69
13	Hanau, FRG/USA	1.60

Rank	Store/Parent Organization	ACV
14	Frankfurt, FRG/USA	1.57
15	Corozal, Panama/USA	1.53
16	Andersen AFB, Guam/USAF	1.51
17	Rhein-Main AB, FRG/USAF	1.44
18	RAF Lakenheath/USAF	1.42
19	Heidelberg, FRG/USA	1.41
20	Wiesbaden, FRG/USA	1.41
21	Vogelweh AB, FRG/USAF	1.37
22	Guam/NAVY	1.37
23	Robinson Barracks, FRG/USA	1.23
24	Yokota AB, Japan/USAF	1.21
25	Berlin, FRG/USA	1.15
26	Mannheim, FRG/USA	1.07
27	Misawa AB, Japan/USAF	1.06
28	Hahn AB, FRG/USAF	1.04
29	Ft. Richardson, AK/USA	1.04
30	Kaneohe Bay, HI/USMC	1.04
31	Subic Bay, PI/NAVY	1.02
32	RAF Upper Heyford/USAF	.97
33	Yokosuka, Japan/NAVY	.97
34	Giessen, FRG/USA	.96
35	Augsburg, FRG/USA	.92
36	Ft. Wainwright, AK/USA	.90
37	Baumholder, FRG/USA	.83
38	Wuerzburg, FRG/USA	.80
39	Torrejon AB/USAF	.78
40	Schweinfurt, FRG/USA	.78
41	Roosevelt Roads, PR/NAVY	.78
42	RAF Bentwaters/USAF	.76
43	Bitburg AB, FRG/USAF	.75
44	Spangdahlem AB, FRG/USAF	.74
45	Eielson AFB, AK/USAF	.72
46	Naples/NAVY	.72
47	Barbers Point, HI/NAVY	.72
48	Patch Barracks, FRG/USA	.71
49	RAF Alconbury/USAF	.69
50	Bamberg, FRG/USA	.65
51	Taegu, Korea/USA	.63
52	Chievres, Belgium/USA	.63
53	Ansbach, FRG/USA	.62
54	Rota, Spain/NAVY	.61
55	Bremerhaven, FRG/USA	.59
56	Kitzingen, FRG/USA	.58
57	Munich, FRG/USA	.58
58	Sembach AB, FRG/USAF	.57
59	Darmstadt, FRG/USA	.55
60	Mainz, FRG/USA	.55
61	Sagamihara, Japan/USA	.54
62	Ft. Shafter, HI/USA	.54
63	Karlsruhe, FRG/USA	.54
64	Vicenza, Italy/USA	.54
65	Guantanamo Bay, Cuba/NAVY	.54
66	Kinser Whse Center, Okinawa/USAF	.53
67	Howard, Panama/USA	.53
68	Zweibruecken, FRG/USA	.51
69	Holy Loch, Scotland/NAVY	.50
70	Incirlik, Turkey/USAF	.48
71	Aschaffenberg, FRG/USA	.47
72	Hellenikon Branch, Greece/USAF	.45
73	Schinnen, NL/USA	.45
74	Lajes Field, Azores/USAF	.43
75	Sigonella, Italy/NAVY	.43
76	Bad Kreuznach, FRG/USA	.42
77	Fulda, FRG/USA	.42
78	Aviano AB, Italy/USAF	.40
79	Heilbronn, FRG/USA	.40
80	Pirmasens, FRG/USA	.40
81	RAF Greenham Commons/USAF	.39
82	Soesterberg, NL/USAF	.38
83	Neu Ulm, FRG/USA	.38
84	Adak, AK/NAVY	.38
85	Grafenwoehr, FRG/USA	.36
86	Bermuda/NAVY	.36
87	Keflavik, Iceland/NAVY	.36
88	Vilseck, FRG/USA	.33
89	Osterholz, FRG/USA	.31
90	Iwakuni, Japan/USMC	.31
91	Livorno, Italy/USA	.30
92	Atsugi, Japan/NAVY	.30
93	Camp Courtney, Okinawa/USAF	.28
94	San Vito AS, Italy/USAF	.28
95	Pusan, Korea/USA	.28
96	Bad Nauheim, FRG/USA	.28
97	Worms, FRG/USA	.28
98	Comiso AB, Italy/USAF	.27
99	Camp Casey, Korea/USA	.27
100	Espinar, Panama/USA	.27
101	RAF Fairford/USAF	.26
102	RAF Chicksands/USAF	.25
103	Wildflecken, FRG/USA	.25
104	Ankara, Turkey/USAF	.24
105	Kunsan AB, Korea/USAF	.24
106	Gelnhausen, FRG/USA	.24
107	Kelley Barracks, FRG/USA	.24
108	Zaragoza AB, Spain/USAF	.23
109	Camp Stanley, Korea/USA	.22
110	Izmir, Turkey/USAF	.21
111	Illesheim, FRG/USA	.21
112	Goeppingen, FRG/USA	.20
113	Menwith Hill, UK/USAF	.19
114	Camp Humphreys, Korea/USA	.19
115	Riyadh, Saudi Arabia/USA	.19
116	Schwaebisch Gmueund/USA	.19
117	Ft. Greely, AK/USA	.18
118	Erlangen, FRG/USA	.17
119	Babenhausen, FRG/USA	.16
120	Sasebo, Japan/NAVY	.16
121	Iraklion, Greece/USAF	.15
122	Cairo, Egypt/USA	.15
123	Camp Carroll, Korea/USA	.13
124	Camp Zama, Japan/USA	.13
125	Bad Kissingen, FRG/USA	.13
126	Werteim, FRG/USA	.13
127	Camp Edwards, Korea/USA	.12
128	Bad Hersfeld, FRG/USA	.12
129	Bindlach, FRG/USA	.12
130	Kirchgoens, FRG/USA	.12
131	Edzell, Scotland/NAVY	.12
132	Hessisch-Oldendorf, FRG/USAF	.11
133	Bad Toelz, FRG/USA	.11
134	Hohenfels, FRG/USA	.11
135	Rheinburg, FRG/USA	.11
136	San Miguel, PI/NAVY	.11
137	Oslo, NO/USAF	.10
138	Mildenhall, UK/USAF	.10
139	Amberg, FRG/USA	.10
140	Bad Aibling, FRG/USA	.10
141	Berchtesgaden, FRG/USA	.10
142	Buedingen, FRG/USA	.10
143	Garmisch, FRG/USA	.10
144	RAF Wethersfield/USAF	.09
145	Hannam Village, Korea/USA	.09
146	Crailsheim, FRG/USA	.09
147	Fliegerhorst, FRG/USA	.09
148	Schwaebisch Hall, FRG/USA	.09
149	La Maddalena, Italy/NAVY	.09
150	Dexheim, FRG/USA	.08
151	Dhahran, Saudi Arabia/USA	.08
152	Giebelstadt, FRG/USA	.08
153	Herzo Base, FRG/USA	.08
154	Schwabach, FRG/USA	.08
155	Neubruecke, FRG/USA	.06
156	Panzer, FRG/USA	.06
157	Argentia, Newfoundland/NAVY	.06
158	Exmouth, Australia/NAVY	.06
159	Royal Oaks, Spain/USAF	.05
160	Camp Page, Korea/USA	.05
161	Camp King, FRG/USA	.05
162	Germersheim, FRG/USA	.05
163	Idar Oberstein, FRG/USA	.05
164	Muenster, FRG/USA	.05
165	Wildflecken II, FRG/USA	.04
166	Chinhae, Korea/NAVY	.04
167	Pruem, FRG/USAF	.03
168	Nea Makri, Greece/USAF	.03
169	RAF Sculthorpe/USAF	.03
170	Decimomannu, Italy/USAF	.03
171	Sagami, Japan/USA	.03
172	Flensburg, FRG/USA	.03
173	McCully Barracks, FRG/USA	.03
174	Soegel, FRG/USA	.03
175	Florennes, BE/USAF	.02
176	Trier, FRG/USAF	.02
177	Hellenikon, Greece/USAF	.02
178	RAF Burtonwood/USAF	.02
179	Bueren, FRG/USA	.02
180	Fischbach, FRG/USA	.02
181	Neckarsulm, FRG/USA	.02
182	Camp Kure, Japan/USA	.01
183	Helmstedt, FRG/USA	.01
184	Regensburg, FRG/USA	.01

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- Air Force Commissary Service

SPECIAL REPORT

ALA's Annual Manufacturer's Reps & Distributors Directories

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Interservice

THE QUARTERLY JOURNAL FOR THE INTERNATIONAL AND MILITARY/ GOVERNMENT MARKETING PROFESSION

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FOR EVERY SEASON, THERE IS A PROMOTION...

BY SANDY EVANS LEVINE

Decking the stores with displays, banners, and signage that sing

praises to the season and promote seasonally oriented items is growing in popularity and creativity.

Traditional promotions such as barbecue items in the summer; candy for Valentine's Day and Halloween; turkeys, stuffing, and boxed candies and nuts for Christmas are still strong promotions in

every commissary around the world. But as the value of these promotions continues to grow, commissaries and suppliers alike are finding

new ways to build on seasonal trends and are even coming up with some seasons of their own making.

Sandy Evans Levine is a free-lance writer based in the Washington D.C. metropolitan area. She has written widely on food-service, marketing and management topics for leading trade and consumer publications.

"Consumers want excitement in the stores," states Michael Mueller, Account Manager, Worldwide Military Market, Coca-Cola. Mueller oversees sales of Coca-Cola products for the Army and Air Force commissaries. "Though our product is year-round, we promote them through tie-ins with the seasons, providing some type of promotion every month of the year for the commissaries," Mueller explains. "These types of promotions pull consumers into the store, increasing sales in all categories."

Chester Clayton, Commissary Management Specialist, Merchandising and Marketing Division, Directorate of Commissary Operations, U.S. Army Troop Support Agency, agrees. "Customers like to see things happening in the commissaries and we want to make their shopping a pleasant experience. Army commissary officers are taking advantage of every opportunity to create excitement within their stores," Clayton adds. "Every month and every season lends itself to feature certain products."

"Though our product is year-round, we promote them through tie-ins with the seasons, providing some type of promotion every month of the year for the commissaries."

FACTS ON SEASONALITY

- 41% of the year's frozen pies were sold during Thanksgiving and Christmas.
- 37% of all chocolate candy is sold during the holiday months of Halloween, Christmas and Easter.
- 63% of all frozen novelties are sold during the warm months of April through September.
- For the most part, retail seasonality indices closely match those for the military.
- On an average, dollar volumes increase by 13% from November to December each.
- Furthermore, December dollar sales are typically 15% more than the average month in any given year.

Military Audits of Market Information (MAMI)

Something to Celebrate

Alan Jones, Operations Officer, East Coast Commissary Complex, United States Marine Corps (USMC), sees trends toward more theme promotions. He cites several USMC promotions as examples: a salute to the Girl Scouts, a "We Care" promotion highlighting the day care centers on campus, a Chinese New Year celebration and a National Hispanic Week promotion.

"Many of the Marine bases hold anniversary sales, which have proven very effective," Jones notes. One such anniversary sale at the Cherry Point Marine Base in Havelock, North Carolina, used a lot of premium offers from manufacturers and raffled something every day during the week-long sale. "The commissary had several senior officers' wives participate by drawing the names of the winners," explains Jones, "building a lot of excitement. They got really good support from all the vendors who participated, a lot of coupon support, and vendor-supplied point-of-purchase material which was used to decorate the store and create a circus atmosphere. It was very successful."

Calvin Mullins, Chief of Merchandising and Marketing, Air Force Commissaries, also believes in the value of theme promotions. "Several bases, particularly in Nevada and Colorado, hold a Spanish festival," says Mullins. Supported by vendors of Spanish foods, such as Goya and El Paso products, the promotions include Mariachi bands performing in the stores, Piñatas hung throughout the stores, which are full of goodies for the lucky youngsters who open them, and colorful point-of-purchase materials and decorations. Naturally, all this fun is accompanied by coupons for specific items, voluntary price reductions

(VPRs) and good signage highlighting the value for the customer. Mullins explains, "In the commissary, it is most effective to have good VPR and point-of-sale coupons with good signage—people must see what they're paying for the product."

The Navy is an advocate of theme promotions as well. Maureen Murray, Public Affairs Specialist, NAVRESSO, cites a Superbowl promotion as an example. "Last year, our San Diego Region tied in with the Superbowl festivities taking place there. A mass display erected in the shape of a football stadium at the front of the store was the centerpiece of the sale," she explained.

"Store premiums supplied by manufacturers included footballs, football jerseys and the grand prize of four tickets to the big game. "Items on display included everything you'd need for a Superbowl party—snacks, paper plates, flatware, juices, trash bags, hot dog and hamburger rolls, dips, pickles, crackers, etc. The event generated a 14-percent sales increase over the same period the year before."

"In the commissary, it is most effective to have good VPR and point-of-sale coupons with good signage—people must see what they're paying for the product."

Bigger and Better

Everyone agrees that seasonal promotions work. To take advantage of this fact, commissaries are expanding on their seasonal promotions—not only with clever variations, as cited above, but even with the traditional, consistently money-making seasonal promotions such as Christmas (still the biggest in all four military branches), Easter, Fourth of July, and Halloween. "Our goal is to give more time exposure to each holiday, to provide more time for sales," states AFCOMS' Mullins. Mullins estimates that a better than ten-percent increase in sales can be attributed to holiday promotions in December.

AFCOMS is trying to increase sales for other seasonal promotions through greater exposure. "We're trying now to begin Valentine's Day promotions the first two weeks in January, to allow four to six weeks for sales," explains Mullins. And as soon as Valentine's Day is over, Easter promotions go into effect. This practice and goal is used throughout the military as commissaries strive to find better ways to serve their customers.

In the USMC commissaries, where Christmas is also the best promotional season, commissaries coordinate with the manufacturers to do all the drawings for promotional premiums the week before Christmas so that the winners can enjoy the goodies over the holiday. USMC's Alan Jones estimates about a ten-percent increase in sales in December credited to the fact that "that's where we concentrate seasonal promotions."

Making It Work

Manufacturer support is key in the success and the expansiveness of seasonal promotions. NAVRESSO's Murray explains that, "Due to the overwhelming support of our seasonal promotions by manufacturers and brokers by providing POS materials, in-store decor packages, display fixtures, coupons and in-store premiums, the monies expended from our budget for seasonal promotions are insignificant if any."

Manufacturers are willing to foot the bill for a good reason: promotions increase sales, while providing a valuable service to both the manufacturers' direct customer, the commissaries and to their ultimate customer, the purchaser. "It's important to us that consumers try our products, because we feel once they are familiar with them, we are optimistic they will come back," says Ray Gadd, General Manager, Special Markets, H.J. Heinz Co. "Special promotions can help accomplish trial, so we're big on seasonal promotions.

"Approximately 50 percent of the people who can shop in commissaries do," Gadd adds. "We try to help the commissaries increase sales by helping them bring in the customers—through providing the excitement and creativity of a good seasonal promotion and having products the customers want in stock, and displayed."

Throughout the year, Heinz is offering several season-oriented promotional efforts to help the commissary move product. This summer Heinz will test using the Heinz racing van at key stores to create excitement and increase customer traffic. In addition two military-only coupons will be dropped for Memorial Day and Labor Day to help reduce the price of Heinz ketchup to military consumers.

Heinz is also promoting tuna this

MARK YOUR CALENDAR

Following is a rough guide to widely used seasonal promotions:

JANUARY

Set up display for Valentine's Day promotions.

FEBRUARY

Valentine's Day promotions, followed by display set up for Easter.

MARCH

Easter promotions, generic spring promotions (such as NAVRESSO's Spring Cleaning Sale)

APRIL

Easter promotions, followed by display set up for Mother's Day (candy-oriented)

MAY

Mother's Day promotions, followed by display set up for Memorial Day

JUNE

Summer promotions, perhaps some Father's Day promotions, often revolving around cookouts, barbecues and other outdoor activities, and display set up for Fourth of July

JULY

Fourth of July promotions

AUGUST

Summer promotions and display set up for back to school

SEPTEMBER

Back-to-school promotions. Halloween set up display for AFCOMS

OCTOBER

Halloween promotions and display set up for Thanksgiving

NOVEMBER

Thanksgiving promotions and display set up for Christmas

DECEMBER

Christmas promotions

World-wide seasonal promotions require an additional lead time of three months. For example, Christmas goods, which would be shipped domestically in October, need to be shipped overseas in August.

summer through a tie-in with General Mills' Tuna Helper. This July, consumers can get a free can of Star-Kist tuna when they buy a box of Tuna Helper. For large displays Heinz makes available a six-foot Charlie the Tuna costume to help stimulate the sales.

"We give commissary managers another reason besides price to have our products on display," states Gadd. Heinz tries to anticipate military consumers' needs and develops their promotions to fit those needs.

At the beginning of the year, when commissaries begin promotions for Valentine's candy, Heinz provides another area of focus, especially in tune with the post-holiday spirit. "January through March is the diet season," explains Gadd. This past year the firm raffled exercise bikes and watches and put the best sellers of the Weight Watchers line on special, dropping coupons and advertising in military magazines. "To my knowledge, we're the only diet brand that supports the diet season to this extent," adds Gadd.

Traditional Rewards

M&M/Mars focuses on traditional seasonal promotions and strives to improve upon an already good thing. Its Holiday Brand—candies similar to small M&Ms in holiday-oriented colors and with holiday-relevant imprints—has long been a strong seller and is supported with VPRs, point-of-sale materials, coupons, and special holiday advertising.

In addition to its traditional red and white heart-imprinted Holidays for Valentine's Day, its bunny- and basket-ornamented pastels for Easter, and its red and green Christmas tree- and Santa-imprinted Christmas Holidays, M&M is introducing Harvest Mix—a medley of fall colors—to capture Thanksgiving sales.

"The military market responds very well to seasonal promotions. It is very season-driven," states Jim Finelli, National Sales Manager, Military, M&M/Mars. Responding to this focus, the firm works hard to provide the promotional support to help the commissary increase sales. As a world-wide supplier, the task occasionally demands innovative creativity.

Finelli explains that world-wide seasonal promotions require an additional lead time of three months. For example, Christmas goods, which would be shipped domestically in October, need to be shipped overseas in August.

Winning Combinations

Military representatives agree there are certain keys to a successful seasonal promotion, no matter what the product is. "The most successful seasonal promotions include in-store decor packages, complemented by a coupon flyer," advises NAVRESSO's Murray. "Off-shelf, mass displays are generally required to meet customer demand for seasonal items since the sales volume of these items increases dramatically when in season. Vendor-

AFCOMS Sales Promotions

Major AFCOMS sales promotions typically include the following major sales: Store Manager Sale (Red Coat Sale), Anniversary Sale, and the Customer Appreciation Sale.

In addition to these major events, all AFCOMS stores are encouraged to develop themes for sales promotions to coincide with the following seasonal and ethnic holidays: Martin Luther King's Birthday; Black History Week; Jewish Passover; Cinco de Mayo; Asiatic & Pacific American Heritage Week; Federal Women's Week; and National Hispanic Week.

supplied display racks offer flexibility in merchandising in that displays can be positioned in various locations around the store," she adds.

The Army's Clayton focuses on the value of coupon and/or VPR support. "All seasonal promotions increase product sales to some degree," he notes. "Displays always sell additional merchandise when coupled with a flyer and/or coupon and/or reduced price, the quantity increases greatly," he emphasizes.

Swift-Eckrich, Inc. has launched a new program that focuses on coupon support. It has committed to a quarterly flyer program, averaging four coupons per flyer for seasonally oriented items. Its first flyer, distributed in April, offers "Spring Savings" that include coupons on such warm-weather favorites as cold cuts, smoked sausage, and franks. Approximately two million flyers will be distributed each quarter in military commissaries. Pepperidge Farm is offering coupons and a 15-percent VPR on its Distinctive Box Stuffing for April. There will also be some demonstrations and display materials to support the promotion, according to Randy Barto, Military Sales Manager, Pepperidge Farm. The firm is also promoting its crouton line, its largest growth category, this spring and summer. In the spring, the firm has provided displays with trial-size croutons available in an attractive shipper case which tout the use of croutons in salads. This will be followed up with another promotion in June of the regular six-ounce size product, supported with coupons and displays.

SOLDIER'S STORY

M&M candies, one of the stars of seasonal promotions, were developed specifically for the military in 1940. "The soldiers in the Pacific asked us to send them something that wouldn't melt in their hands, because it messed up their gun sights," explains Jim Finelli, National Sales Manager, Military, M&M/ Mars. Now we know the inspiration for the slogan, 'melts in your mouth, not in your hands.'

Finelli notes that this year will be the 50th anniversary of M&Ms. The firm is definitely planning a celebration/promotion to mark the historic event.

Everyone's a Winner

Customers love promotions— they're exciting, they sometimes offer gifts and prizes, they usually mean savings on certain products. Manufacturers love promotions, although the manufacturer is usually footing most, if not all, of the bill for the promotion. However, its reward is increased sales and increased awareness of its product. And commissaries love promotions—they're a proven way to increase sales and increase traffic into the stores.

Some manufacturers add a little icing to the cake.

The Coca-Cola Company offers a program in which not only do the customers win prizes but the commissaries do so as well. The prize in turn benefits the base population: Cash prizes are donated to the base MWR fund.

Coke provides a different promotion

Seasons, promotions, and holidays all have an effect on sales for consumer packaged goods. Management of inventories, buying decisions, shelf stocking, and display allocation are just a few of the considerations store managers face. One approach to identifying potential sales is utilizing past sales history. For example, frozen pies, a highly seasonal category, sold 3.8 million pounds in military commissaries last year. This translates into average monthly sales of $321,000. Last November, 848,000 pounds were sold which is 164% above the average monthly sales. With this calculation, store buyers have a valuable tool for purchase decisions and shelf space allocation.

SEASONALITY INDICES

Military Audits derived the seasonality numbers by tracking CONUS commissary sales for the 12 month period, January-December, 1989. The annual unit volume total for each category is divided by 12 to produce an average monthly sales figure to provide a base, shown as 100, for comparison of each product. For example, in January, instant cocoa sells at 51% above average (shown as 151%) and in April, it sells at a rate 35% below average (shown as 65%).

HIGHLY SEASONAL

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
FrzPies	100	95	76	60	58	56	54	57	61	88	264	232
Chocolate Candy	83	98	141	82	78	80	78	80	90	161	95	138
Batteries	105	80	80	74	76	88	79	86	88	92	123	228
Frozen Novelties	69	73	88	108	128	147	138	132	107	84	66	60
Flour	83	88	95	80	75	80	77	89	99	104	147	173
Inst Cocoa	151	123	109	65	43	36	32	41	69	127	170	233
SnackNuts	87	76	92	86	84	97	85	92	87	92	135	186

MODERATELY SEASONAL

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Hot Cereals	118	105	113	91	82	79	69	80	100	113	118	133
Frz Diet Dinn/Ent	124	117	109	106	100	98	91	97	94	94	88	82
Paper/Pls Plates	91	86	104	104	110	116	102	107	98	89	92	108
Gourmet Spices	107	96	102	90	86	92	85	94	94	98	125	130
Canned Veges	107	104	109	95	86	86	79	89	96	106	122	123
Crackers	107	100	102	93	95	96	85	96	93	98	108	128
Dessert Mixes	89	102	119	102	95	96	85	92	100	101	107	113
Spices & Extracts	96	91	97	89	89	96	92	98	94	98	131	130
Mayonnaise	89	88	102	99	107	117	109	108	100	88	93	99
Pickle/Rel/Olv	90	86	102	100	105	111	96	97	90	87	114	121
Aseptic Pkg Drink	85	91	97	112	119	106	94	103	117	110	90	76
SS Dessert Cp	98	109	113	104	102	91	75	108	127	107	89	79
Ground Coffee	110	102	108	98	97	96	85	94	95	100	105	111
Children's Vitamins	106	104	107	98	88	94	81	98	112	104	104	105
Nutri Snacks	95	104	113	108	105	93	82	104	114	104	91	86

LESS SEASONAL

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cookies	87	92	102	100	103	108	102	111	106	100	96	92
Toothpaste	104	95	104	98	97	102	97	103	97	99	99	105
Carbonated Bev	91	88	100	101	106	114	103	110	98	91	93	104
Ketchup	96	98	106	103	102	112	99	106	99	91	91	99
Peanut Butter	92	99	106	100	98	102	94	105	101	96	100	105
Pls Food Bag/Wrap	102	94	101	98	96	101	98	108	108	97	98	103
Unpopped Popcorn	108	102	112	99	92	95	89	98	98	101	101	107
Misc Salty Snacks	108	102	95	104	104	97	98	102	110	99	90	89
Meat Snack	94	94	102	101	99	113	101	101	98	101	94	103
Refuse Bags	101	95	99	102	96	106	100	106	102	97	98	101
Baby Formula	98	99	106	100	97	102	94	99	102	99	100	104

Military Audits of Market Information, Inc. (MAMI)

"Consumers want excitement in the stores—these types of promotions pull the consumers into the store, increasing sales in all categories."

for every month at the commissaries, supplying a seasonally oriented prize to be raffled off at each base commissary, coupons, and point-of-sale display materials. In addition, in May, July, and December, the firm is holding a best display contest at the store level, according to Coke's Mueller.

In May, Coke will provide an in-store consumer sweepstakes giving away a tailgate table with a Coke umbrella. This will be supported with two coupons, the premium (or a photo, if commissary management prefers) for display, shelf talkers, and decorations. For the best display one store in each region will win $500 for that base's MWR fund. From the four Army region winners, one Army base will win $1,000. That base will be pitted against the Air Force winner, and the best of the two will win $2,500 for their base. On all levels, winning stores will receive banners and trophies.

This in-store display contest will repeat in July, when the premium is an "ultimate picnic cooler and grill" and in December, when the premium is a huge Christmas stuffing containing $250 worth of Coca Cola trademarked products, including watches, sweatsuits, beach towels, and a camera. In each of the three months, there will be regional winners and one top winner. In addition, at the end of all three contests, Coke will draw ten winners for an additional $500 prize.

Coke makes it easy for the bases by providing a wealth of point-of-sale materials, coupons, advertising, signage, and appealing premiums for consumers to vie for. All of the point-of-sale materials are military specific.

"We've provided raffles or drawings for the past four years for the military commissaries and have had good success with these types of programs," explains Mueller. "Consumers want excitement in the stores—these types of promotions pull the consumers into the store, increasing sales in all categories.

"Seasonal events provide the opportunity to realize incremental sales, increase impulse sales and satisfied customers," emphasizes NAVRESSO's Murray. "Seasonal promotions will receive increased emphasis in the years ahead." ■

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June & July: Barbecues/ Picnics/ 4th of July

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Paper/Pls Plates & Cups	116	102
Carbonated Beverages	114	103
Pickles/Relish/Olives	111	96
Ketchup	112	99

September: Back-to-School

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Children's Vitamins	112
Plastic Food Bags/Wraps	108
Cookies	106

October: Halloween

Chocolate Candy	161

November: Thanksgiving

Frozen Pies	264
Flour	147
Snack Nuts	135
Spices & Extracts	131
Gourmet Spices	125
Canned Vegetables	122
Pickles/Relish/Olive	114

December: Christmas

Frozen Pies	233
Batteries	228
Snack Nuts	186
Flour	173
Chocolate Candy	138
Spices & Extracts	130
Gourmet Spices	130
Canned Vegetables	123
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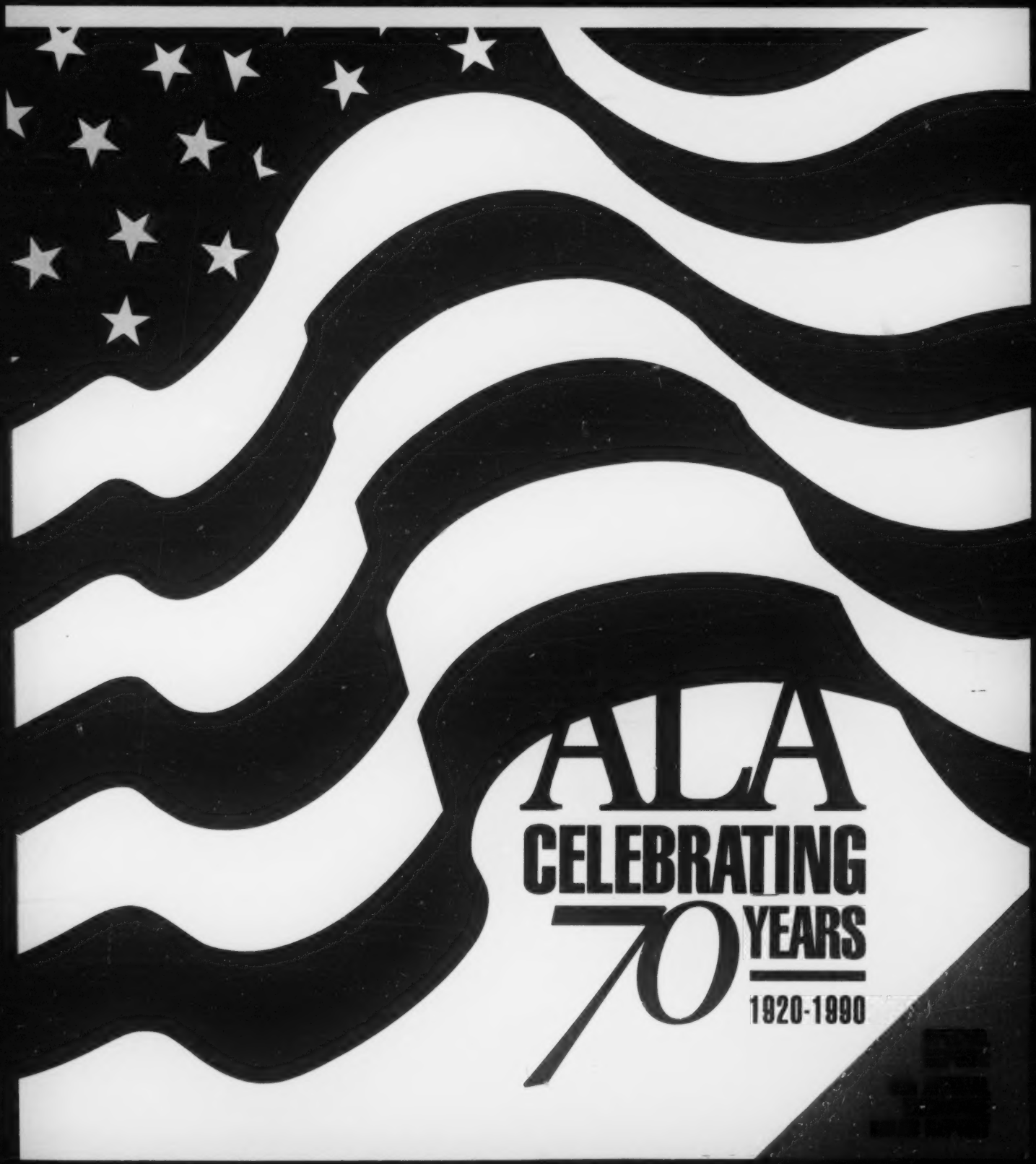

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Compiled by Herman Marshall and Melisa Auerbach with special thanks to Bill Ogilvie.

ALL-SERVICE EXCHANGE TOTAL SALES SUMMARY–FY89

AAFES Totals

	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
CONUS	2,563,725,872	276,858,521	83,598,832	239,015,722	447,917,040	251,260,677	11,204,124	3,873,580,789	3,698,222,791	4.7
Overseas	2,028,248,942	148,228,143	48,900,481	311,147,984	248,973,759	76,016,795	16,011,924	2,907,388,207	3,054,284,322	-4.8
Worldwide	$4,591,974,814	$425,086,664	$132,499,313	$550,163,706	$696,890,799	$327,277,472	$27,216,048	$6,780,968,996	$6,752,507,113	0.4%

Coast Guard Totals

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Package Stores	Services & Other	Total		
CONUS	**56,185,047**	**15,254,981**	**24,578,170**	**96,018,198**	**84,203,971**	**14.03**
Overseas	**14,522,105**	**4,763,563**	**6,083,452**	**25,369,120**	**23,260,055**	**9.07**
Coast Guard Cutters	**271,441**	**0**	**62,070**	**333,511**	**300,998**	**10.80**
Worldwide	**$70,978,593**	**$20,018,544**	**$30,723,692**	**$121,720,829**	**$107,765,024**	**12.95%**

Navy Totals

	Retail Sales	Services	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
CONUS	932,321,652	298,594,269	1,230,915,921	1,283,871,056	-4.1
Overseas	409,299,836	103,131,529	512,431,365	557,976,799	-8.2
Worldwide	$1,341,621,488	$401,725,798	$1,743,347,286	$1,841,847,855	-5.3%

Marine Corps Totals

Store	Total Retail Sales	Total Services Sales	Total Retail & Services	Total $ Sales FY88	Total Sales % Change 89 vs. 88
CONUS	323,829,279	51,127,341	374,956,620	377,540,966	-0.6
Overseas	54,663,634	11,037,148	65,700,782	63,133,781	3.9
Worldwide Totals	**$378,492,913**	**$62,164,489**	**$440,657,402**	**$440,674,747**	**0%**

Sources: *Interservice* is indebted to the Army and Air Force Exchange Service (AAFES), Navy Resale and Services Support Office (NAVRESSO), Marine Corps MWR Support Activity Retail Branch (MWRSPTACT), and U.S. Coast Guard Exchange and Morale Division for their cooperation and assistance with providing the data necessary for this report.

Note: Exchange sales for FY89 are preliminary and unaudited.

AAFES Coupon Redemptions
(FY89)

CONUS Regions	Number of Coupons	% CONUS	% Worldwide	$ Value	% CONUS	% Worldwide
Alamo	937,252	17	14	847,941	14	12
Southeast	1,397,282	25	21	1,296,779	21	19
Capital	1,223,142	22	18	1,581,310	26	23
Golden Gate	1,133,457	20	17	1,057,040	18	15
Ohio Valley	902,568	16	14	1,255,579	21	18
CONUS Totals	**5,593,701**	**100%**	**84%**	**$6,038,649**	**100%**	**87%**

Overseas	Number of Coupons	% OES	% Worldwide	$ Value	% OES	% Worldwide
Europe	508,121	48	8	465,648	51	7
Pacific	540,370	52	8	451,155	49	6
Overseas Totals	**1,048,491**	**100%**	**16%**	**$916,803**	**100%**	**13%**
Worldwide Totals	**6,642,192**	**n/a**	**100%**	**$6,955,451**	**n/a**	**100%**

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kit™

CAR WAX

Safe for all new and older car finishes.

Cleans, shines and protects all cars.

Represented Worldwide By R.G. McBride, Inc. 800-777-0869
Kit Products, Division of Northern Labs Inc. 800-558-7621

Geographic Sales Summary ($ in millions)
(FY89)

Category	Domestic	Overseas	Mail Order	W.W. Total
Retail	3,142.7	2,141.6	43.2	5,327.5
Food	249.2	314.5	0	563.7
Services	11.8	49.1	0	60.9
Vending	70.4	79.6	0	150.0
Subtotal	3,474.1	2,584.8	43.2	6,102.1
Concessions	425.9	249.4	0	675.3
Total	**$3,900.0**	**$2,834.2**	**$43.2**	**$6,777.4**

NOTE: AAFES sales for FY89 are preliminary and unaudited
Arithmetic differences may occur due to rounding
Figures include contracted services

Sales Summary by Exchange Region ($ in millions)
(FY89)

CONUS	Retail Net Sales	Food Net Sales	Services Net Sales	Vending Net Sales	ALL Activities Net Sales	Concession Sales	Combined Sales
Alamo	783.9	64.0	3.0	18.7	869.6	127.0	996.6
Capital	797.0	49.7	2.5	16.6	865.8	106.1	972.0
Golden Gate	788.6	71.5	2.7	14.3	877.1	91.5	968.6
Southeast	773.0	64.0	3.6	20.8	861.4	101.3	962.8
HQ Activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	**$3,142.7**	**$249.2**	**$11.8**	**$70.4**	**$3,474.1**	**$425.9**	**$3,900.0**

Overseas	Retail Net Sales	Food Net Sales	Services Net Sales	Vending Net Sales	ALL Activities Net Sales	Concession Sales	Combined Sales
AAFES-EUR	1,520.4	195.4	41.6	54.4	1,811.8	135.8	1,947.6
AAFES-PAC	621.2	119.1	7.5	25.2	773.0	113.6	886.6
Overseas Total	**$2,141.6**	**$314.5**	**$49.1**	**$79.6**	**$2,584.8**	**$249.4**	**$2,834.2**
Worldwide Total	**$5,284.3**	**$563.7**	**60.9**	**$150.0**	**$6,058.9**	**$675.3**	**$6,734.2**

NOTE: AAFES sales for FY89 are preliminary and unaudited
Arithmetic differences may occur due to rounding
Figures include contracted services

EXCHANGE STORE CENSUS

Number of Exchange Stores

	CONUS	OVERSEAS	WORLDWIDE
AAFES	171	94	265
COAST GUARD	44	13	57
MARINES	14	4	18
NAVRESSO	102	37	139
TOTAL	**231**	**148**	**479**

Number of Employees

	CIVILIAN	MILITARY
AAFES	82,000	103
COAST GUARD	975	50
MARINES	6,541	142
NAVRESSO	24,130	3,586
TOTAL	**113,646**	**3,881**

Statistical Information
(FY89)

Customer Contact and Support Activities

Activity	Retail	Food	Services	Vending	Theaters*	Support Activities	Total
CONUS	2,708	1,043	3,235	1,440	515	250	9,191
AAFES-EUR	2,611	791	1,455	573	156	368	5,954
AAFES-PAC	806	385	808	138	166	107	2,410
Total	**6,125**	**2,219**	**5,498**	**2,151**	**837**	**725**	**17,555**

*Paid and free theaters

WESTERN OPERATIONS

1. Northwest Area Exchange (NWAX)
2. Central California Area Exchange (CCAX)
3. Southern California Area Exchange (SCAX)
4. Arizonia Area Exchange (ARAX)
5. Rocky Mountain Area Exchange (RMAX)
6. Alaska Area Exchange (AKAX)

CENTRAL OPERATIONS

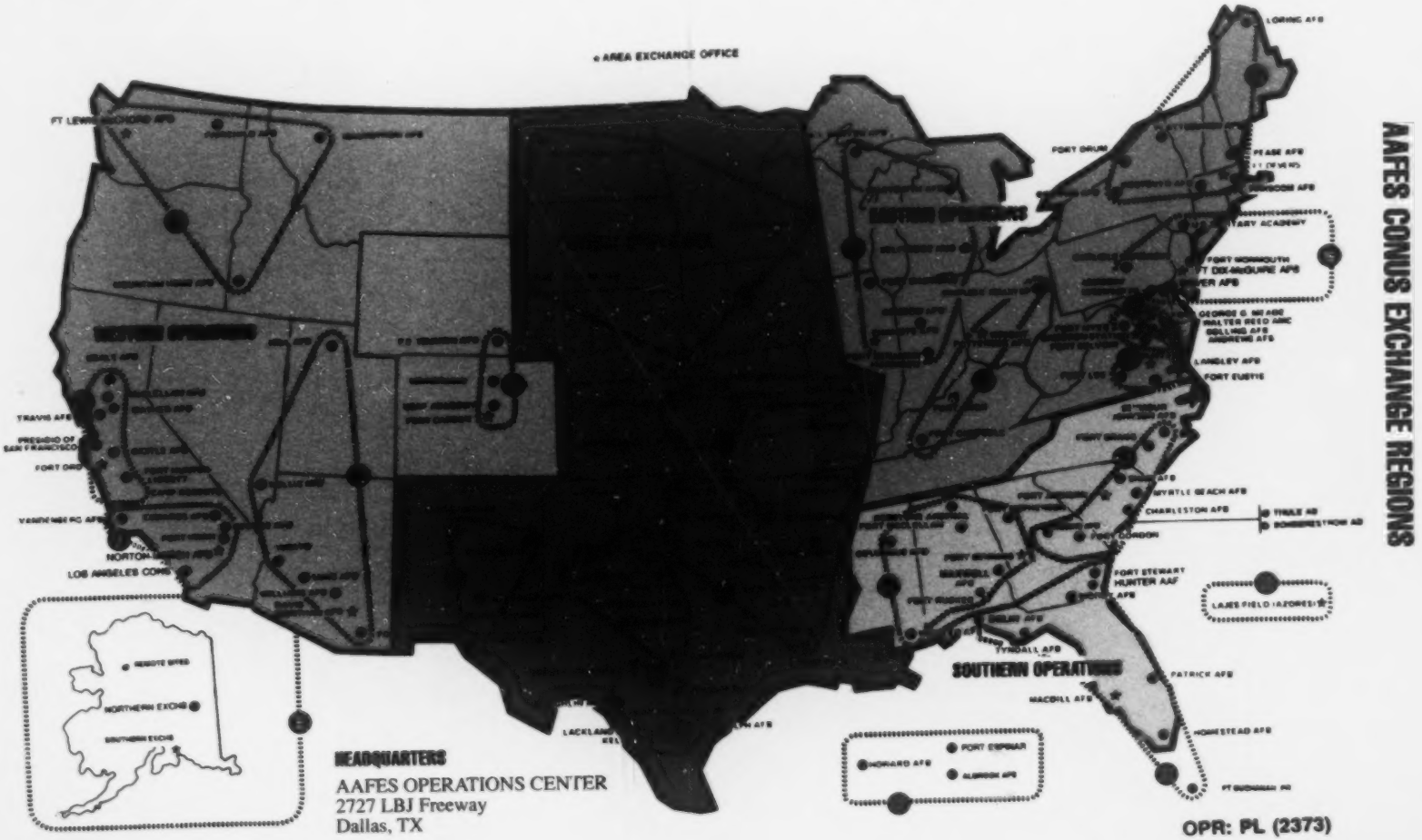
7. Southwest Area Exchange (SWAX)
8. Central Texas Area Exchange (CTAX)
9. South Texas Area Exchange (STAX)
10. Red River Area Exchange (RRAX)
11. Central Area Exchange (CEAX)
12. North Central Area Exchange (NOAX)

EASTERN OPERATIONS

13. Great Lakes Area Exchange (GLAX)
14. Midwest Area Exchange (MWAX)
15. New England Area Exchange (NEAX)
16. Mid-Atlantic Area Exchange (MAAX)
17. Washington Area Exchange (DCAX)
18. Tidewater Area Exchange (TDAX)

SOUTHERN OPERATIONS

19. West Georgia Area Exchange (WGAX)
20. Piedmont Area Exchange (PIAX)
21. Florida Area Exchange (FLAX)
22. Panama Area Exchange (PAAX)
23. Azores Area Exchange (AZAX)

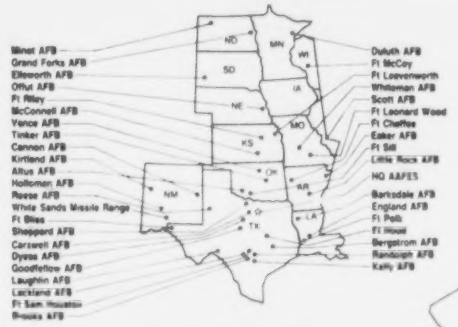


AAFES CONUS EXCHANGE REGIONS

OPR: PL (2373)

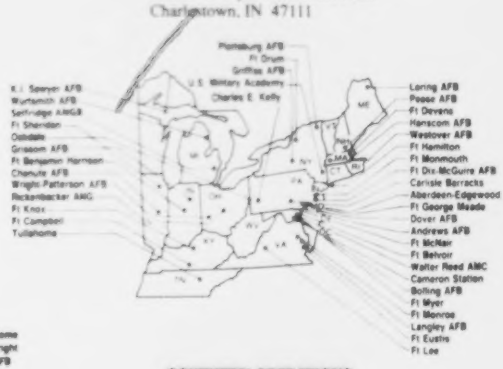
CENTRAL OPERATIONS

5315 Summit Pkwy.
San Antonio, TX 78228-1176



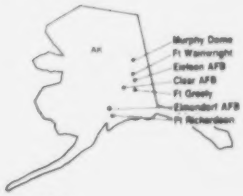
EASTERN OPERATIONS

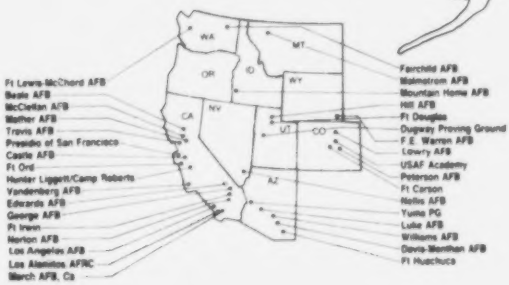
Building 2501 Gate 1
Indiana Army Ammunition Plant
Charlestown, IN 47111



WESTERN OPERATIONS

P.O. Box 3553
San Francisco, CA 94119-3553





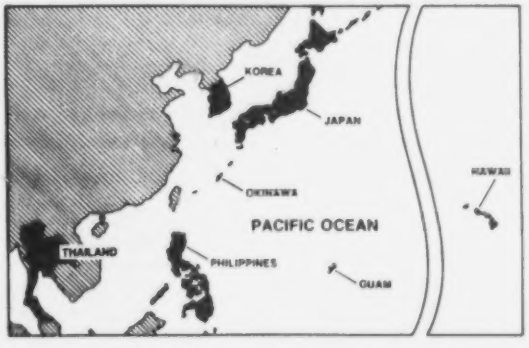
SOUTHERN OPERATIONS

312 Montgomery Street
Montgomery, AL 36104-3496

Offshore Exchanges

Thule AB (Greenland)
Sondrestrom AB (Greenland)
Lajes Field (Azores)
Puerto Rico-Ft Buchanan
Panama

GEOGRAPHY OF AAFES PACIFIC



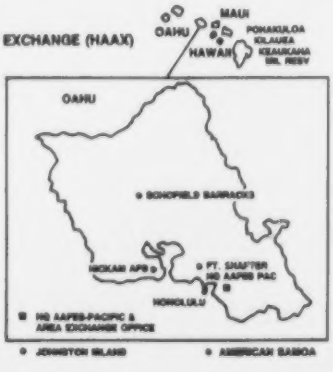
PHILIPPINES AREA EXCHANGE (PHAX)

GUAM AREA EXCHANGE (GUAX)

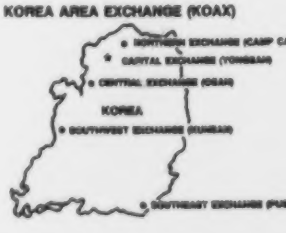
OKINAWA AREA EXCHANGE (OWAX)

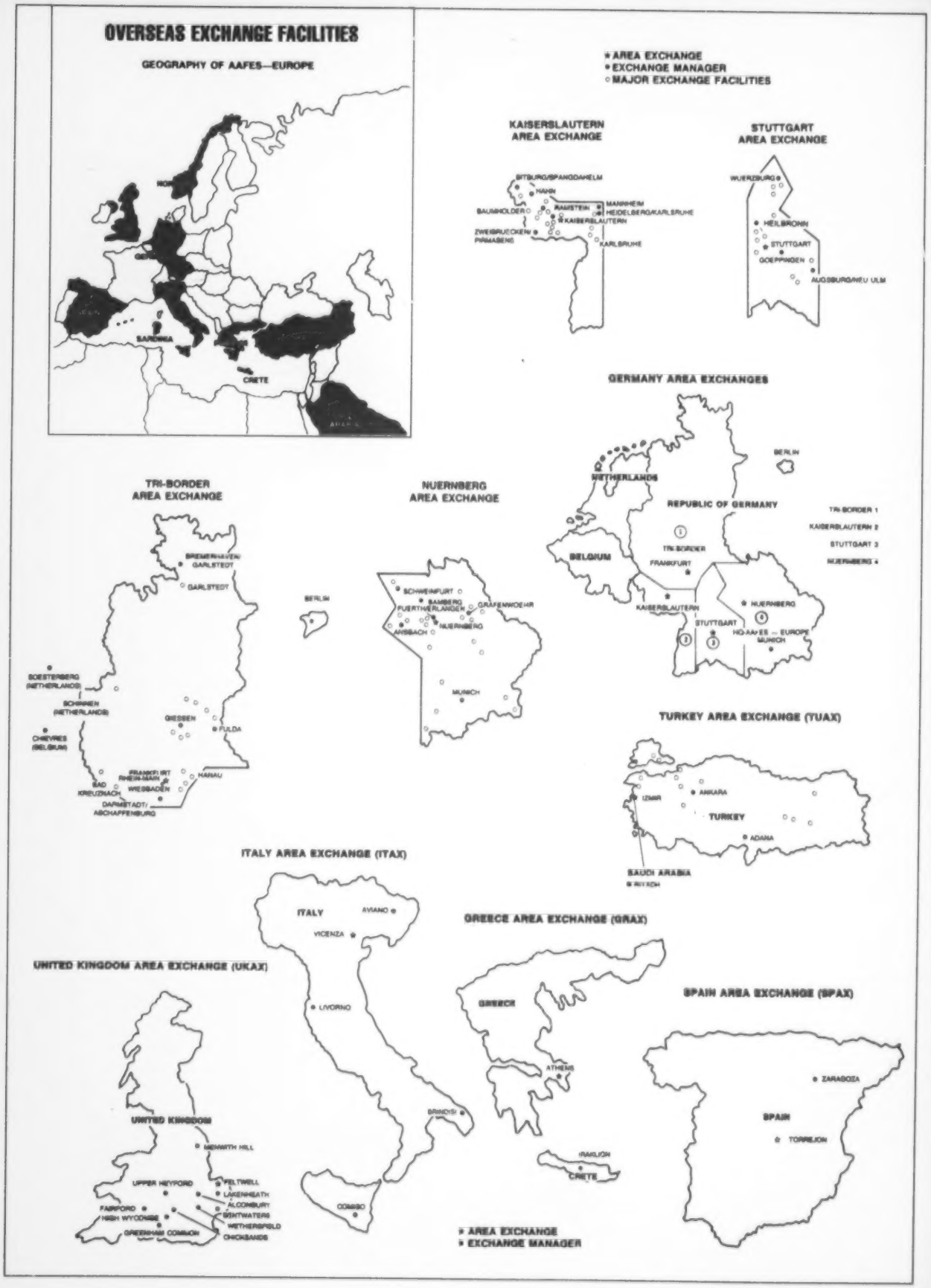
JAPAN AREA EXCHANGE (JAAX)

HAWAII AREA EXCHANGE (HAAX)



KOREA AREA EXCHANGE (KOAX)




OVERSEAS EXCHANGE FACILITIES
GEOGRAPHY OF AAFES—EUROPE
SARDINIA
CRETE
* AREA EXCHANGE
• EXCHANGE MANAGER
○ MAJOR EXCHANGE FACILITIES
KAISERSLAUTERN AREA EXCHANGE
BITBURG/SPANGDAHELM
HAHN
BAUMHOLDER
RAMSTEIN
MANNHEIM
HEIDELBERG/KARLSRUHE
KAISERSLAUTERN
ZWEIBRUECKEN/ PIRMASENS
KARLSRUHE
STUTTGART AREA EXCHANGE
WUERZBURG
HEILBRONN
STUTTGART
GOEPPINGEN
AUGSBURG/NEU ULM
GERMANY AREA EXCHANGES
BERLIN
NETHERLANDS
REPUBLIC OF GERMANY
BELGIUM
TRI-BORDER 1
KAISERSLAUTERN 2
STUTTGART 3
NUERNBERG 4
TRI-BORDER
FRANKFURT
KAISERSLAUTERN
NUERNBERG
STUTTGART
HQ AAFES — EUROPE MUNICH
TRI-BORDER AREA EXCHANGE
BREMERHAVEN/ GARLSTEDT
GARLSTEDT
BERLIN
SOESTERBERG (NETHERLANDS)
SCHINNEN (NETHERLANDS)
CHIEVRES (BELGIUM)
GIESSEN
FULDA
FRANKFURT RHEIN-MAIN
HANAU
BAD KREUZNACH
WIESBADEN
DARMSTADT/ ASCHAFFENBURG
NUERNBERG AREA EXCHANGE
SCHWEINFURT
BAMBERG
FUERTH/ERLANGEN
GRAFENWOEHR
ANSBACH
NUERNBERG
MUNICH
TURKEY AREA EXCHANGE (TUAX)
IZMIR
ANKARA
TURKEY
ADANA
SAUDI ARABIA
ITALY AREA EXCHANGE (ITAX)
ITALY
AVIANO
VICENZA
LIVORNO
BRINDISI
CONERO
GREECE AREA EXCHANGE (GRAX)
GREECE
ATHENS
IRAKLION
CRETE
SPAIN AREA EXCHANGE (SPAX)
ZARAGOZA
SPAIN
TORREJON
UNITED KINGDOM AREA EXCHANGE (UKAX)
UNITED KINGDOM
MENWITH HILL
UPPER HEYFORD
FELTWELL
LAKENHEATH
ALCONBURY
FAIRFORD
HIGH WYCOMBE
SHEPHERDS GROVE
WETHERSFIELD
GREENHAM COMMON
CHICKSANDS
* AREA EXCHANGE
• EXCHANGE MANAGER

AAFES Exchange Sales
(FY89)

Worldwide Summary, Retail Sales by Department ($ in thousands)

Department/Dept. Code	CONUS $	CONUS %	Overseas $	Overseas %	Mail Order $	Mail Order %	Worldwide $	Worldwide %	% Change 89 vs 88
Automotive/01	87,991	2.8	50,678	2.4	71	0.2	138,740	2.6	0.20
Gasoline/02	291,029	9.3	150,738	7.0	0	0.0	441,767	8.3	14.53
Automotive Labor/03	15,657	0.5	4,999	0.2	0	0.0	20,656	0.4	11.85
Video Rental/04	1,547	0.0	1,786	0.1	0	0.0	3,333	0.1	n/a
Tobacco Products/10	109,820	3.5	38,997	1.8	0	0.0	148,817	2.8	13.50
DPSC Merchandise/19	128 030	4.1	47,318	2.2	0	0.0	175,348	3.3	8.14
Food, Candy & Snacks/20	184,218	5.9	161,772	7.6	61	0.1	346,051	6.5	9.27
Wine & Wine Coolers/22	34,611	1.1	19,107	0.9	0	0.0	53,718	1.0	n/a
Beer & Beverages/23	119,187	3.8	53,871	2.5	0	0.0	173,058	3.2	-27.74
Distilled Spirits/25	90,976	2.9	43,881	2.0	0	0.0	134,857	2.5	n/a
Carbonated Beverages/29	33,943	1.1	48,212	2.3	0	0.0	82,155	1.5	n/a
Toiletries/30	158,088	5.0	92,996	4.3	461	1.1	251,545	4.7	7.34
Cosmetics & Fragrances/34	103,515	3.3	47,092	2.2	0	0.0	150,607	2.8	14.61
Military Wear/40	62,942	2.0	25,247	1.2	0	0.0	88,189	1.7	2.08
Jewelry/50	28,875	0.9	17,817	0.8	7,011	16.2	53,703	1.0	4.17
Watches/51	51,851	1.1	22,157	1.0	66	0.2	58,074	1.1	-12.99
Precious & Semi-Precious Jewelry/56	48,997	1.6	39,874	1.9	86	0.2	88,957	1.7	-1.87
Stationery/60	149,564	4.8	68,388	3.2	1,253	2.9	219,205	4.1	6.89
Men's Outerwear/70	63,745	2.0	47,074	2.2	275	0.6	111,094	2.1	2.89
Men's Furnishings/71	116,512	3.7	62,383	2.9	176	0.4	179,071	3.4	3.20
Women's Outerwear/72	97,816	3.1	70,698	3.3	236	0.5	168,750	3.2	-1.62
Women's Lingerie/73	67,427	2.1	28,239	1.3	395	0.9	96,061	1.8	4.92
Boyswear/74	27,553	0.9	19,332	0.9	2	0.0	46,887	0.9	-0.43
Girlswear/75	24,483	0.8	19,248	0.9	3	0.0	43,734	0.8	1.05
Infants' & Toddlers' Wear/76	34,297	1.1	24,628	1.1	40	0.1	58,965	1.1	7.30
Footwear/77	113,829	3.6	67,367	3.1	851	2.0	182,047	3.4	9.45
Linens & Domestics/78	46,279	1.5	31,257	1.5	415	1.0	77,951	1.5	5.40
Yardage & Sewing Notions/79	5,713	0.2	11,280	0.5	460	1.1	17,453	0.3	-9.58
Dinnerware & Flatware/80	11,525	0.4	7,996	0.4	1,411	3.3	20,932	0.4	-4.73
Kitchenware, Pots & Pans/81	32,660	1.0	20,130	0.9	631	1.5	53,421	1.0	-5.69
Giftware/82	38,425	1.2	29,822	1.4	4,580	10.6	72,827	1.4	4.87
Cleaning Supplies/83	40,829	1.3	23,504	1.1	35	0.1	64,368	1.2	8.40
Traffic & Major Appliances/85	62,510	2.0	46,321	2.2	1,410	3.3	110,241	2.1	4.46
Furniture & Rugs/86	29,357	0.9	56,974	2.7	1,629	3.8	87,960	1.7	6.75
Hardware, Tools, Garden & Pet Supplies/87	76,051	2.4	31,953	1.5	127	0.3	108,131	2.0	3.16
Luggage/88	19,114	0.6	9,300	0.4	243	0.6	28,657	0.5	3.09
Outdoor Living/89	76,261	2.4	17,143	0.8	44	0.1	93,448	1.8	18.42
Sporting Goods & Camping Supplies/91	48,044	1.5	27,944	1.3	1,234	2.9	77,222	1.4	9.91
Developed Film/92	13,109	0.4	3,473	0.2	0	0.0	16,582	0.3	-7.50
Photographic, Optical & Photo Processing/93	48,167	1.5	37,222	1.7	2,533	5.9	87,922	1.7	-5.50
Toys & Games/95	61,668	2.0	58,684	2.7	673	1.6	121,025	2.3	9.06
Computers and accessories/96	41,644	1.3	50,774	2.4	16	0.0	92,434	1.7	8.14
Home Entertainment & Musical Instruments/97	207,991	6.6	310,202	14.5	16,633	38.5	534,826	10.0	7.87
Recorded Sound/Video Cassettes/98	52,849	1.7	93,766	4.4	121	0.3	146,736	2.8	21.26
Total	**$3,158,699**	**99.9%**	**$2,141,644**	**99.9%**	**$43,182**	**100.3%**	**$5,327,525**	**100.1%**	**10.78%**

NOTE: AAFES Sales for FY89 are preliminary and unaudited
Arithmetic differences may occur due to rounding

AAFES Exchange Sales
(FY89)

Central Operations Sales by Retail Department ($ in thousands)

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Region Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	22,148	2.8	25.2	16.0	22,736	-2.6
Gasoline/02	71,446	9.1	24.5	16.2	61,794	15.6
Automotive Labor/03	3,646	0.5	23.3	17.7	3,422	6.5
Video Rental/04	325	0.0	21.0	9.8	n/a	n/a
Tobacco Products/10	30,811	3.9	28.1	20.7	27,408	12.4
DPSC Merchandise/19	33,415	4.3	26.1	19.1	30,167	10.8
Food, Candy & Snacks/20	49,017	6.3	26.6	14.2	43,039	13.9
Wine & Wine Coolers/22	7,399	0.9	21.4	13.8	n/a	n/a
Beer & Beverages/23	28,655	3.7	24.0	16.6	32,528	-11.9
Distilled Spirits/25	18,884	2.4	20.8	14.0	n/a	n/a
Carbonated Beverages/29	9,867	1.3	29.1	12.0	n/a	n/a
Toiletries/30	39,005	5.0	24.7	15.5	36,449	7.0
Cosmetics & Fragrances/34	27,188	3.5	26.3	18.1	23,432	16.0
Military Wear/40	17,706	2.3	28.1	20.1	17,291	2.4
Jewelry/50	7,527	1.0	26.1	14.0	7,016	7.3
Watches/51	9,449	1.2	18.2	16.3	10,365	-8.8
Precious & Semi-Precious Jewelry/56	12,150	1.5	24.8	13.7	11,807	2.9
Stationery/60	38,574	4.9	25.8	17.6	35,068	10.0
Men's Outerwear/70	15,849	2.0	24.9	14.3	15,191	4.3
Men's Furnishings/71	28,169	3.6	24.2	15.7	26,804	5.1
Women's Outerwear/72	23,944	3.1	24.5	14.2	24,637	-2.8
Women's Lingerie/73	17,399	2.2	25.8	18.1	16,498	5.5
Boyswear/74	6,753	0.9	24.5	14.4	6,460	4.5
Girlswear/75	6,190	0.8	25.3	14.2	5,931	4.4
Infants' & Toddlers' Wear/76	8,431	1.1	24.6	14.3	7,432	13.4
Footwear/77	28,664	3.7	25.2	15.7	26,448	8.4
Linens & Domestics/78	10,946	1.4	23.7	14.0	10,071	8.7
Yardage & Sewing Notions/79	1,373	0.2	24.0	7.9	1,602	-14.3
Dinnerware & Flatware/80	2,785	0.4	24.2	13.3	3,144	-11.4
Kitchenware, Pots & Pans	7,738	1.0	23.7	14.5	7,880	-1.8
Giftware/82	7,559	1.0	19.7	10.4	6,898	9.6
Cleaning Supplies/83	10,896	1.4	26.7	16.9	9,977	9.2
Traffic & Major Appliances/85	15,257	1.9	24.4	13.8	14,208	7.4
Furniture & Rugs/86	5,754	0.7	19.6	6.5	5,122	12.3
Hardware, Tools, Garden & Pet Supplies/87	19,102	2.4	25.1	17.7	18,466	3.4
Luggage/88	5,556	0.7	29.1	19.4	5,196	6.9
Outdoor Living/89	20,654	2.6	27.1	22.1	19,128	8.0
Sporting Goods & Camping Supplies/91	10,636	1.4	22.1	13.8	9,448	12.6
Developed Film/92	3,591	0.5	27.4	21.7	3,924	-8.5
Photographic, Optical & Photo Processing/93	11,489	1.5	23.9	13.1	11,830	-2.9
Toys & Games/95	14,962	1.9	24.3	12.4	14,055	6.5
Computers and accessories/96	11,237	1.4	27.0	12.2	14,325	-21.6
Home Entertainment & Musical Instruments/97	49,134	6.3	23.6	9.2	40,075	22.6
Recorded Sound/Video Cassettes/98	12,618	1.6	23.9	8.6	10,853	16.3
Total	**$783,900**	**100.3%**	**24.8%**	**14.7%**	**$698,125**	**12.3%**

AAFES Exchange Sales
(FY89)

Eastern Operations Sales by Retail Department ($ in thousands)

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	20,665	2.6	23.49	23.49	22,818	-9.4
Gasoline/02	72,931	9.2	25.06	25.06	64,304	13.4
Automotive Labor/03	3,803	0.5	24.29	24.29	3,549	7.2
Video Rental/04	168	0.0	10.86	10.86	n/a	n/a
Tobacco Products/10	33,933	4.3	30.90	30.90	29,499	15.0
DPSC Merchandise/19	37,608	4.7	29.37	29.37	35,274	6.6
Food, Candy & Snacks/20	41,978	5.3	22.79	22.79	37,573	11.7
Wine & Wine Coolers/22	11,120	1.4	32.13	32.13	n/a	n/a
Beer & Beverages/23	25,986	3.3	21.80	21.80	n/a	n/a
Distilled Spirits/25	25,783	3.2	28.34	28.34	n/a	n/a
Carbonated Beverages/29	6,529	0.8	19.24	19.24	28,780	-77.3
Toiletries/30	40,503	5.1	25.62	25.62	38,059	6.4
Cosmetics & Fragrances/34	26,187	3.3	25.30	25.30	22,358	17.1
Military Wear/40	20,346	2.6	32.32	32.32	18,985	7.2
Jewelry/50	7,369	0.9	25.52	25.52	7,171	2.8
Watches/51	9,262	1.2	17.86	17.86	8,826	4.9
Precious & Semi-Precious Jewelry/56	11,946	1.5	24.38	24.38	11,105	7.6
Stationery/60	36,777	4.6	24.59	24.59	33,804	8.8
Men's Outerwear/70	18,072	2.3	28.35	28.35	17,584	2.8
Men's Furnishings/71	32,258	4.0	27.69	27.69	29,446	9.5
Women's Outerwear/72	25,619	3.2	26.19	26.19	25,868	-1.0
Women's Lingerie/73	18,566	2.3	27.53	27.53	17,443	6.4
Boyswear/74	7,431	0.9	26.97	26.97	7,301	1.8
Girlswear/75	6,335	0.8	25.88	25.88	6,224	1.8
Infants' & Toddlers' Wear/76	8,630	1.1	25.16	25.16	7,821	10.3
Footwear/77	31,288	3.9	27.49	27.49	28,380	10.2
Linens & Domestics/78	11,735	1.5	25.36	25.36	11,152	5.2
Yardage & Sewing Notions/79	1,152	0.1	20.16	20.16	1,283	-10.2
Dinnerware & Flatware/80	2,687	0.3	23.31	23.31	2,559	5.0
Kitchenware, Pots & Pans/81	7,703	1.0	23.59	23.59	8,104	-4.9
Giftware/82	11,648	1.5	30.31	30.31	10,361	12.4
Cleaning Supplies/83	10,128	1.3	24.81	24.81	9,205	10.0
Traffic & Major Appliances/85	13,255	1.7	21.20	21.20	12,470	6.3
Furniture & Rugs/86	4,011	0.5	13.66	13.66	3,942	1.8
Hardware, Tools, Garden & Pet Supplies/87	19,920	2.5	26.19	26.19	19,311	3.2
Luggage/88	4,857	0.6	25.41	25.41	4,722	2.9
Outdoor Living/89	19,257	2.4	25.25	25.25	17,720	8.7
Sporting Goods & Camping Supplies/91	10,042	1.3	20.90	20.90	7,843	28.0
Developed Film/92	3,457	0.4	26.37	26.37	3,424	1.0
Photographic, Optical & Photo Processing/93	12,397	1.6	25.74	25.74	12,718	-2.5
Toys & Games/95	15,040	1.9	24.39	24.39	12,576	19.6
Computers and accessories/96	18,146	1.0	43.57	43.57	7,462	143.2
Home Entertainment & Musical Instruments/97	48,094	6.0	23.12	23.12	39,253	22.5
Recorded Sound/Video Cassettes/98	12,417	1.6	23.50	23.50	10,262	21.0
Total	**$797,039**	**100%**	**25.2%**	**25.2%**	**$696,539**	**14.4%**

AAFES Exchange Sales
(FY89)

Western Operations Sales by Retail Department ($ in thousands)

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Region Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	24,717	3.1	28.09	17.82	21,842	13.2
Gasoline/02	89,106	11.3	30.62	20.17	76,044	17.2
Automotive Labor/03	5,240	0.7	33.47	25.37	5,091	2.9
Video Rental/04	374	0.0	24.18	11.22	n/a	n/a
Tobacco Products/10	22,547	2.9	20.53	15.15	17,487	28.9
DPSC Merchandise/19	26,460	3.4	20.67	15.09	23,833	11.0
Food, Candy & Snacks/20	44,950	5.7	24.40	12.99	38,496	16.8
Wine & Wine Coolers/22	6,187	0.8	17.68	11.52	n/a	n/a
Beer & Beverages/23	20,502	2.6	17.20	11.85	23,086	-11.2
Distilled Spirits/25	14,319	1.8	15.74	10.62	n/a	n/a
Carbonated Beverages/29	6,533	0.8	19.25	7.95	n/a	n/a
Toiletries/30	37,577	4.8	23.77	14.94	33,243	13.0
Cosmetics & Fragrances/34	24,539	3.1	23.71	16.29	20,688	18.6
Military Wear/40	11,938	1.5	18.97	13.54	11,862	0.6
Jewelry/50	7,134	0.9	24.71	13.28	6,406	11.4
Watches/51	7,906	1.0	15.25	13.61	7,797	1.4
Precious & Semi-Precious Jewelry/56	13,584	1.7	27.72	15.27	12,786	6.2
Stationery/60	39,763	5.0	26.59	18.14	35,662	11.5
Men's Outerwear/70	16,417	2.1	25.75	14.78	14,464	13.5
Men's Furnishings/71	25,596	3.2	21.97	14.29	23,318	9.8
Women's Outerwear/72	27,151	3.4	27.76	16.09	25,987	4.5
Women's Lingerie/73	16,477	2.1	24.44	17.15	14,983	10.0
Boyswear/74	7,233	0.9	26.25	15.43	6,695	8.0
Girlswear/75	6,681	0.8	27.29	15.28	6,223	7.4
Infants' & Toddlers' Wear/76	9,600	1.2	27.99	16.28	8,237	16.5
Footwear/77	25,772	3.3	22.64	14.16	23,533	9.5
Linens & Domestics/78	13,238	1.7	28.60	16.98	11,295	17.2
Yardage & Sewing Notions/79	1,487	0.2	26.03	8.52	1,657	-10.3
Dinnerware & Flatware/80	3,318	0.4	28.79	15.85	3,259	1.8
Kitchenware, Pots & Pans/81	9,747	1.2	29.84	18.25	9,280	5.0
Giftware/82	11,961	1.5	31.13	16.42	9,623	24.3
Cleaning Supplies/83	8,545	1.1	20.93	13.28	7,526	13.5
Traffic & Major Appliances/85	17,193	2.2	27.50	15.60	14,754	16.5
Furniture & Rugs/86	11,744	1.5	40.00	13.35	11,026	6.5
Hardware, Tools, Garden & Pet Supplies/87	18,485	2.3	24.31	17.10	17,277	7.0
Luggage/88	3,812	0.5	19.94	13.30	3,339	14.2
Outdoor Living/89	17,897	2.3	23.47	19.15	15,272	17.2
Sporting Goods & Camping Supplies/91	14,515	1.8	30.21	18.80	12,472	16.4
Developed Film/92	3,821	0.5	29.15	23.04	4,064	-6.0
Photographic, Optical & Photo Processing/93	13,050	1.7	27.09	14.84	12,883	1.3
Toys & Games/95	17,146	2.2	27.80	14.17	15,642	9.6
Computers and accessories/96	12,313	1.6	29.57	13.32	12,995	-5.2
Home Entertainment & Musical Instruments/97	57,806	7.3	27.79	10.81	45,134	28.1
Recorded Sound/Video Cassettes/98	14,207	1.8	26.88	9.68	11,254	26.2
Total	**$788,588**	**100%**	**25.0%**	**14.8%**	**$676,515**	**16.6%**

AAFES Exchange Sales
(FY89)

Southern Operations Sales by Retail Department

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Region Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	20,462	2.6	23.3	14.7	21,111	-3.1
Gasoline/02	57,546	7.4	19.8	13.0	47,767	20.5
Automotive Labor/03	2,968	0.4	19.0	14.4	2,821	5.2
Video Rental/04	680	0.1	44.0	20.4	n/a	n/a
Tobacco Products/10	22,530	2.9	20.5	15.1	21,127	6.6
DPSC Merchandise/19	30,389	3.9	23.7	17.3	28,143	8.0
Food, Candy & Snacks/20	48,273	6.2	26.2	13.9	44,563	8.3
Wine & Wine Coolers/22	9,905	1.3	28.6	18.4	n/a	n/a
Beer & Beverages/23	44,044	5.7	37.0	25.5	43,782	0.6
Distilled Spirits/25	31,989	4.1	35.2	23.7	n/a	n/a
Carbonated Beverages/29	11,013	1.4	32.4	13.4	n/a	n/a
Toiletries/30	41,004	5.3	25.9	16.3	39,428	4.0
Cosmetics & Fragrances/34	25,603	3.3	24.7	17.0	21,829	17.3
Military Wear/40	12,953	1.7	20.6	14.7	12,102	7.0
Jewelry/50	6,846	0.9	23.7	12.7	7,308	-6.3
Watches/51	9,233	1.2	17.8	15.9	10,174	-9.2
Precious & Semi-Precious Jewelry/56	11,317	1.5	23.1	12.7	10,713	5.6
Stationery/60	34,450	4.5	23.0	15.7	33,312	3.4
Men's Outerwear/70	13,407	1.7	21.0	12.1	12,846	4.4
Men's Furnishings/71	30,488	3.9	26.2	17.0	29,574	3.1
Women's Outerwear/72	21,102	2.7	21.6	12.5	20,964	0.7
Women's Lingerie/73	14,984	1.9	22.2	15.6	14,809	1.2
Boyswear/74	6,135	0.8	22.3	13.1	6,251	-1.9
Girlswear/75	5,277	0.7	21.6	12.1	5,542	-4.8
Infants' & Toddlers' Wear/76	7,636	1.0	22.3	13.0	7,465	2.3
Footwear/77	28,104	3.6	24.7	15.4	26,883	4.5
Linens & Domestics/78	10,360	1.3	22.4	13.3	10,508	-1.4
Yardage & Sewing Notions/79	1,701	0.2	29.8	9.7	1,934	-12.0
Dinnerware & Flatware/80	2,736	0.4	23.7	13.1	3,084	-11.3
Kitchenware, Pots & Pans/81	7,472	1.0	22.9	14.0	8,250	-9.4
Giftware/82	7,257	0.9	18.9	10.0	7,433	-2.4
Cleaning Supplies/83	11,257	1.5	27.6	17.5	10,728	4.9
Traffic & Major Appliances/85	16,804	2.2	26.9	15.2	17,084	-1.6
Furniture & Rugs/86	7,847	1.0	26.7	8.9	8,797	-10.8
Hardware, Tools, Garden & Pet Supplies/87	18,543	2.4	24.4	17.1	19,362	-4.2
Luggage/88	4,889	0.6	25.6	17.1	5,169	-5.4
Outdoor Living/89	18,453	2.4	24.2	19.7	16,705	10.5
Sporting Goods & Camping Supplies/91	12,852	1.7	26.8	16.6	11,789	9.0
Developed Film/92	2,241	0.3	17.1	13.5	2,677	-16.3
Photographic, Optical & Photo Processing/93	11,231	1.5	23.3	12.8	11,965	-6.1
Toys & Games/95	14,520	1.9	23.5	12.0	13,479	7.7
Computers and accessories/96	9,949	1.3	23.9	10.8	9,832	1.2
Home Entertainment & Musical Instruments/97	52,957	6.9	25.5	9.9	46,470	14.0
Recorded Sound/Video Cassettes/98	13,606	1.8	25.7	9.3	11,467	18.7
Total	**$773,013**	**100.0%**	**24.5%**	**14.5%**	**$685,247**	**12.8%**

AAFES Exchange Sales
(FY89)

Europe Sales by Retail Department ($ in thousands)

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Region Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	39,051	2.6	44.38	28.15	38,780	0.70
Gasoline/02	108,725	7.2	37.36	24.61	95,772	13.52
Automotive Labor/03	3,226	0.2	20.60	15.62	1,961	64.51
Video Rental/04	217	0.0	14.03	6.51	n/a	n/a
Tobacco Products/10	27,483	1.8	25.03	18.47	25,745	6.75
DPSC Merchandise/19	35,099	2.3	27.41	20.02	33,317	5.35
Food, Candy & Snacks/20	117,415	7.7	63.74	33.93	111,048	5.73
Wine & Wine Coolers/22	13,972	0.9	40.37	26.01	n/a	n/a
Beer & Beverages/23	38,397	2.5	32.22	22.19	95,882	-59.95
Distilled Spirits/25	25,537	1.7	28.07	18.94	n/a	n/a
Carbonated Beverages/29	43,236	2.8	127.38	52.63	n/a	n/a
Toiletries/30	59,072	3.9	37.37	23.48	55,852	5.77
Cosmetics & Fragrances/34	29,066	1.9	28.08	19.30	26,625	9.17
Military Wear/40	20,536	1.4	32.63	23.29	21,561	-4.75
Jewelry/50	12,851	0.8	44.51	23.93	13,541	-5.10
Watches/51	15,752	1.0	30.38	27.12	22,516	-30.04
Precious & Semi-Precious Jewelry/56	24,446	1.6	49.89	27.48	26,995	-9.44
Stationery/60	44,972	3.0	30.07	20.52	43,268	3.94
Men's Outerwear/70	39,760	2.6	62.37	35.79	41,304	-3.74
Men's Furnishings/71	48,711	3.2	41.81	27.20	51,090	-4.66
Women's Outerwear/72	54,761	3.6	55.98	32.45	60,738	-9.84
Women's Lingerie/73	21,527	1.4	31.93	22.41	20,710	3.94
Boyswear/74	15,737	1.0	57.12	33.56	17,083	-7.88
Girlswear/75	15,381	1.0	62.82	35.17	15,791	-2.60
Infants' & Toddlers' Wear/76	19,237	1.3	56.09	32.62	19,072	0.87
Footwear/77	54,090	3.6	47.52	29.71	47,935	12.84
Linens & Domestics/78	21,260	1.4	45.94	27.27	21,192	0.32
Yardage & Sewing Notions/79	8,320	0.5	145.63	47.67	8,880	-6.31
Dinnerware & Flatware/80	5,904	0.4	51.23	28.21	6,491	-9.04
Kitchenware, Pots & Pans/81	13,687	0.9	41.91	25.62	15,418	-11.23
Giftware/82	24,612	1.6	64.05	33.80	25,542	-3.64
Cleaning Supplies/83	16,057	1.1	39.33	24.95	15,155	5.95
Traffic & Major Appliances/85	25,655	1.7	41.04	23.27	25,563	0.36
Furniture & Rugs/86	33,103	2.2	112.76	37.63	29,054	13.94
Hardware, Tools, Garden & Pet Supplies/87	21,737	1.4	28.58	20.10	20,906	3.97
Luggage/88	7,344	0.5	38.42	25.63	7,431	-1.17
Outdoor Living/89	11,757	0.8	15.42	12.58	5,692	106.55
Sporting Goods & Camping Supplies/91	19,186	1.3	39.93	24.85	18,810	2.00
Developed Film/92	1,498	0.1	11.43	9.03	1,567	-4.40
Photographic, Optical & Photo Processing/93	23,845	1.6	49.50	27.12	26,211	-9.03
Toys & Games/95	44,922	3.0	72.84	37.12	41,893	7.23
Computers and accessories/96	36,921	2.4	88.66	39.94	29,321	25.92
Home Entertainment & Musical Instruments/97	204,418	13.4	98.28	38.22	197,795	3.35
Recorded Sound/Video Cassettes/98	71,934	4.7	136.11	49.02	56,009	28.43
Total	**$1,520,417**	**100.0%**	**48.1%**	**26.5%**	**$1,439,516**	**5.6%**

AAFES Exchange Sales
(FY89)

Pacific Sales by Retail Department ($ in thousands)

Department/Dept. Code	FY89 Department Sales	% of All-Dept. Region Total	% of CONUS Dept. Total	% of Worldwide Dept. Sales	FY88 Department Sales	Dept. Sales % Change 89 vs 88
Automotive/01	11,627	1.9	13.21	8.38	11,100	4.7
Gasoline/02	42,013	6.8	14.44	9.51	40,049	4.9
Automotive Labor/03	1,772	0.3	11.32	8.58	1,625	9.0
Video Rental/04	1,569	0.3	101.42	47.07	n/a	n/a
Tobacco Products/10	11,514	1.9	10.48	7.74	9,849	16.9
DPSC Merchandise/19	12,219	2.0	9.54	6.97	11,260	8.5
Food, Candy & Snacks/20	44,357	7.1	24.08	12.82	41,906	5.8
Wine & Wine Coolers/22	5,135	0.8	14.84	9.56	n/a	n/a
Beer & Beverages/23	15,474	2.5	12.98	8.94	15,449	0.2
Distilled Spirits/25	18,344	3.0	20.16	13.60	n/a	n/a
Carbonated Beverages/29	4,976	0.8	14.66	6.06	n/a	n/a
Toiletries/30	33,924	5.5	21.46	13.49	30,938	9.7
Cosmetics & Fragrances/34	18,026	2.9	17.41	11.97	16,470	9.4
Military Wear/40	4,711	0.8	7.48	5.34	4,592	2.6
Jewelry/50	4,966	0.8	17.20	9.25	4,162	19.3
Watches/51	6,405	1.0	12.35	11.03	7,022	-8.8
Precious & Semi-Precious Jewelry/56	15,428	2.5	31.49	17.34	17,172	-10.2
Stationery/60	23,416	3.8	15.66	10.68	22,970	1.9
Men's Outerwear/70	7,314	1.2	11.47	6.58	6,323	15.7
Men's Furnishings/71	13,672	2.2	11.73	7.63	13,100	4.4
Women's Outerwear/72	15,936	2.6	16.29	9.44	13,086	21.8
Women's Lingerie/73	6,712	1.1	9.95	6.99	6,672	0.6
Boyswear/74	3,596	0.6	13.05	7.67	3,300	9.0
Girlswear/75	3,866	0.6	15.79	8.84	3,564	8.5
Infants' & Toddlers' Wear/76	5,391	0.9	15.72	9.14	4,909	9.8
Footwear/77	13,277	2.1	11.66	7.29	12,362	7.4
Linens & Domestics/78	9,996	1.6	21.60	12.82	9,206	8.6
Yardage & Sewing Notions/79	2,960	0.5	51.81	16.96	3,472	-14.7
Dinnerware & Flatware/80	2,093	0.3	18.16	10.00	1,946	7.6
Kitchenware, Pots & Pans/81	6,443	1.0	19.73	2.00	7,225	-10.8
Giftware/82	5,210	0.8	13.56	7.15	5,489	-5.1
Cleaning Supplies/83	7,447	1.2	18.24	11.57	6,750	10.3
Traffic & Major Appliances/85	20,665	3.3	33.06	18.75	20,185	2.4
Furniture & Rugs/86	23,870	3.8	81.31	27.14	22,550	5.9
Hardware, Tools, Garden & Pet Supplies/87	10,216	1.6	13.43	9.45	9,390	8.8
Luggage/88	1,955	0.3	10.23	6.82	1,754	11.5
Outdoor Living/89	5,386	0.9	7.06	5.76	4,330	24.4
Sporting Goods & Camping Supplies/91	8,757	1.4	18.23	11.34	8,667	1.0
Developed Film/92	1,975	0.3	15.07	11.91	2,272	-13.1
Photographic, Optical & Photo Processing/93	13,377	2.2	27.77	15.21	15,153	-11.7
Toys & Games/95	13,762	2.2	22.32	11.37	12,567	9.5
Computers and accessories/96	13,853	2.2	33.27	14.99	11,529	20.2
Home Entertainment & Musical Instruments/97	105,784	17.0	50.86	19.78	112,769	-6.2
Recorded Sound/Video Cassettes/98	21,833	3.5	41.31	14.88	20,909	4.4
Total	**$621,222**	**100.1%**	**19.7%**	**11.7%**	**$574,045**	**8.2%**

AAFES Exchange Sales
(FY89)

Central Operations

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Altus AFB, OK	5,786,741	662,508	239,779	278,804	1,354,736	507,618	49,120	8,879,306	7,462,180	18.99
Barksdale AFB, LA	21,083,604	3,319,100	608,495	999,093	2,630,955	1,164,037	45,228	29,850,512	27,699,768	7.76
Camp Beauregard, LA	568,171	0	0	0	0	0	0	568,171	526,942	7.82
Bergstrom AFB, TX	18,816,070	1,381,268	792,189	1,505,151	2,422,411	771,665	39,521	25,728,275	23,354,323	10.16
Bismark, ND	243,882	0	0	0	0	0	0	243,882	234,833	3.85
Ft. Bliss, TX	49,083,070	3,846,843	1,583,964	5,394,918	9,916,816	5,721,239	108,914	75,655,764	66,157,901	14.36
Brooks AFB, TX	2,853,764	559,195	58,496	69,498	584,858	452,163	0	4,577,974	4,399,660	4.05
Cannon AFB, NM	7,018,591	948,498	114,339	390,244	938,977	595,758	61,927	10,068,334	11,134,144	-9.57
Carswell AFB, TX	30,548,218	3,467,229	839,024	898,800	2,784,100	816,788	34,129	39,388,288	34,407,650	14.48
Ft. Chaffee, AR	2,929,106	24,364	90,841	212,305	166,864	197,932	8,365	3,629,797	3,374,034	7.58
Camp Clark, MO	36,117	0	0	0	0	0	0	36,117	65,979	-45.26
Des Moines, IA	743,087	0	0	0	0	0	0	743,087	702,662	5.75
Camp Dodge, IA	772,338	0	0	0	0	15,916	0	788,254	655,215	20.30
Duluth ANG, MN	1,658,465	0	0	0	0	0	0	1,658,465	1,531,913	8.26
Dyess AFB, TX	8,527,128	1,293,484	286,721	528,015	1,033,892	738,450	39,191	446,881	11,802,244	-96.21
Esker AFB, AR	6,307,995	983,626	332,703	193,097	662,817	376,950	47,301	8,904,489	7,931,671	12.26
Ellington, TX	920,760	0	0	0	0	2,907	0	923,667	792,271	16.58
Ellsworth AFB, SD	10,561,831	1,278,195	170,279	1,190,732	2,274,917	770,776	110,769	16,357,499	15,110,754	8.25
England AFB, LA	6,649,183	927,539	206,648	302,062	1,486,975	537,791	7,373	10,117,571	8,738,035	15.79
Forbes Field, KS	206,542	0	0	0	0	0	0	206,542	240,677	-14.18
Goodfellow AFB, TX	6,816,499	592,378	288,808	280,815	2,498,047	1,076,146	59,600	11,612,293	8,247,204	40.80
Grafton	109,395	0	0	0	0	0	0	109,395	-	-
Grand Forks AFB, ND	10,567,476	1,304,972	169,778	1,506,849	2,975,164	727,588	83,182	17,335,009	14,960,011	15.88
Granite City, IL	2,033,999	207,231	127,669	0	108,129	12,905	0	2,489,933	1,962,851	26.85
Gruber, AR	280,535	0	0	5,701	0	0	0	286,236	204,697	39.83
Hector Field, ND	516,821	0	0	0	0	0	0	516,821	486,691	6.19
Holloman AFB, NM	9,699,901	1,392,486	250,651	941,814	1,455,216	704,583	68,572	14,513,223	13,807,239	5.11
Ft. Hood, TX	67,116,208	8,302,856	2,599,723	9,386,384	17,133,094	8,156,055	253,988	112,948,308	98,369,019	14.82
HQ AAFES, TX	1,969,391	0	0	658,757	0	99,071	0	2,727,219	2,669,872	2.15
Jefferson City, MO	224,892	0	0	0	0	0	0	224,892	186,834	20.37
Kelly AFB, TX	1,669,415	724,034	6	429,312	455,850	380,621	0	3,659,238	4,127,164	-11.34
Kirtland AFB, NM	17,336,845	1,962,245	456,274	1,532,812	1,983,741	706,666	94,897	24,073,480	19,900,413	20.97
Lackland AFB, TX	48,603,626	1,901,755	816,248	3,124,632	21,052,032	7,737,077	130,566	83,365,936	79,228,234	5.22
Laughlin AFB, TX	4,365,704	834,040	111,285	186,845	552,025	318,187	29,463	6,397,549	6,079,316	5.23
Ft. Leavenworth, KS	14,018,477	1,334,373	288,010	2,365,965	1,822,883	1,795,596	81,794	21,707,098	19,647,679	10.48
Ft. Leonard Wood, MO	26,214,637	2,265,178	414,193	4,254,752	8,229,407	6,952,374	378,090	48,708,631	42,971,299	13.35
Lincoln, NE	531,904	0	0	0	0	0	0	531,904	521,603	1.97
Little Rock AFB, AR	15,193,361	1,333,730	701,002	513,074	1,104,388	975,028	42,891	19,863,474	17,394,982	14.19
Camp Mabry, TX	519,693	0	0	0	0	0	0	519,693	529,210	-1.80
McAlester, OK	751,491	0	15,492	0	0	190,033	0	957,016	632,246	51.37
McConnell AFB, KS	7,168,647	855,677	333,949	246,617	1,059,350	389,420	27,936	10,081,598	8,727,326	15.52
Ft. McCoy, WI	6,447,795	202,459	60,644	521,644	1,216,486	493,748	13,330	8,956,106	9,099,063	-1.57
Memphis	0	0	0	0	0	17,812	0	17,812	-	-
Minot AFB, ND	10,809,567	1,370,598	161,293	1,496,732	2,050,391	839,378	78,434	16,806,393	15,877,068	5.85
Offutt AFB, NE	25,377,897	2,306,583	535,754	1,392,949	3,042,613	1,454,641	40,579	34,151,016	30,610,123	11.57
Ozark	47,453	0	0	0	0	0	0	47,453	-	-

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Pine Bluff Arsenal, AR	263,881	0	0	0	0	4,855	0	268,716	223,821	20.06
Ft. Polk, LA	27,521,719	2,898,684	652,134	3,878,610	7,875,540	3,866,490	138,380	46,831,557	43,943,233	6.57
Randolph AFB, TX	22,963,131	1,756,637	713,758	890,134	1,640,584	674,328	48,837	28,687,409	24,803,323	15.66
Red River AD, TX	788,584	0	58,494	0	0	392,088	0	1,239,166	908,213	36.44
Reese AFB, TX	4,444,958	512,224	193,269	75,980	1,017,664	393,629	0	6,637,724	6,072,010	9.32
Richards	1,107,803	0	21,652	0	17,066	65,881	0	1,212,402	-	-
Ft. Riley, KS	20,169,725	3,496,168	654,572	4,488,908	4,633,835	5,404,630	1,188,372	40,036,210	36,681,042	9.15
Camp Ripley, MN	2,029,836	0	0	292,724	28,937	11,458	0	2,362,955	2,168,774	8.95
Ft. Sam Houston, TX	52,212,060	2,757,209	1,028,826	5,182,429	10,839,490	5,235,480	178,646	77,434,140	71,316,212	8.58
Scott AFB, IL	24,641,437	3,010,431	370,309	3,087,503	2,506,675	1,184,636	111,045	34,914,036	31,952,975	9.27
Sheppard AFB, TX	18,681,199	2,051,970	435,211	1,720,491	7,135,928	4,647,952	190,898	34,863,649	31,651,087	10.15
Ft. Sill, OK	29,563,569	4,578,027	1,002,311	3,781,902	8,991,253	6,075,344	173,530	54,165,936	51,259,024	5.67
St. Louis, MO	386,538	0	0	0	0	0	0	386,538	373,394	3.52
Tinker AFB, OK	19,835,501	3,035,842	894,061	532,357	2,220,116	771,094	45,364	27,334,335	23,947,549	14.14
Truax Field, WI	708,809	0	0	0	0	0	0	708,809	739,583	-4.16
Twin Cities, MN	3,936,638	216,308	0	0	0	22,860	0	4,175,806	3,989,581	4.67
Vance AFB, OK	2,409,329	364,166	97,017	0	237,705	206,193	0	3,334,410	2,807,806	18.76
Volk Field, WI	511,634	0	0	0	0	56,868	0	568,502	352,541	61.26
Whiteman Field, MO	5,040,225	384,056	0	263,857	571,407	417,246	30,806	6,707,597	6,709,896	-0.03
White Sands MR, NM	2,750,631	781,739	9	445,220	202,820	518,527	27,378	4,726,324	4,390,144	7.66
CO Totals	**$593,573,479**	**$71,445,905**	**$16,775,880**	**$65,448,488**	**$140,918,174**	**$75,548,478**	**$2,906,418**	**$1,068,906,823**	**$966,852,908**	**10.58%**

NOTE: AAFES Sales for FY89 are preliminary and unaudited
Gasoline and liquor sales are not included in retail sales column

AAFES Exchange Sales
(FY89)

Eastern Operations

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Aberdeen PG, MD	14,731,851	1,603,509	325,719	1,813,953	5,062,921	3,298,197	74,274	26,910,424	24,681,995	9.03
Andrews AFB, MD	41,533,571	4,074,947	10,651	1,362,251	5,119,427	1,778,647	155,648	54,035,142	50,636,533	6.71
Ft. A.P. Hill, VA	1,138,188	0	42,289	229,350	0	520,291	0	1,930,118	1,209,729	59.55
Arlington Hall Station, VA	75,366	0	0	0	21,031	29,382	0	125,779	304,338	-58.67
Arnold AFS, TN	944,311	0	216,504	3,888	0	0	0	1,164,703	733,570	58.77
Atterbury, TN	318,872	0	0	0	0	105,624	0	424,496	451,780	-6.04
Azores	10,071,855	434,583	319,964	1,743,125	1,737,523	222,205	125,291	14,654,546	-	-
Battle Creek, MI	446,079	0	0	0	3,793	0	0	449,872	467,105	-3.69
Bayonne, NJ	752,048	159,455	0	0	37,615	59,508	0	1,008,626	1,088,353	-7.33
Bellwood DGSC, VA	1,051,915	0	676,306	0	0	0	0	1,728,221	940,769	83.70
Ft. Belvoir, VA	39,402,272	4,071,237	2,309,870	1,788,102	5,588,685	2,219,810	80,465	55,460,441	49,425,308	12.21
Ft. Benjamin Harrison, IN	12,521,583	839,130	227,205	2,035,005	1,791,465	2,170,322	114,416	19,699,126	19,428,281	1.39
Bill Mitchel BX, WI	608,460	0	0	0	0	3,344	0	611,804	595,112	2.80
Bolling AFB, DC	18,382,480	2,700,445	1	2,068,834	4,422,835	710,515	69,751	29,354,861	25,820,911	13.69
Cameron Station, VA	27,930,204	1,757,970	2,055,272	430,876	2,138,999	135,300	0	34,448,621	31,042,636	10.97
Ft. Campbell, KY	39,795,446	6,513,669	1,409,068	4,981,606	9,307,434	5,780,840	213,502	68,001,565	59,216,472	14.83
Carlisle Barracks, PA	6,590,145	656,185	310,402	83,956	2,089,390	300,957	11,386	10,042,401	8,393,518	19.64
Chanute AFB, IL	12,721,801	1,599,679	165,898	441,302	4,409,160	2,620,510	184,807	22,142,957	22,341,920	-0.89
Charleston Armory, WV	409,145	0	0	0	0	0	0	409,145	405,667	0.86
Chattanooga, TN	794,125	0	0	0	0	0	0	794,125	802,722	-1.07
Ft. Detrick, MD	1,037,146	237,017	42,876	0	567,922	88,855	0	1,973,816	4,071,312	-51.52
Ft. Deavens, MA	22,542,377	2,056,061	522,007	3,408,564	3,746,287	3,168,786	236,230	35,680,312	30,484,657	17.04
Ft. Dix, NJ	45,305,371	3,599,361	507,151	4,114,534	11,807,219	7,985,695	160,747	73,480,078	67,249,709	9.26
Dover AFB, DE	11,882,032	1,183,952	155,967	1,130,646	1,826,187	1,325,180	98,126	17,602,090	16,101,703	9.32
Ft. Drum , NY	20,182,934	2,937,325	582,540	3,549,964	4,488,465	3,029,301	114,589	34,885,118	25,084,979	39.07
Edgewood, MD	936,833	0	16,321	363,148	105,292	0	0	1,423,594	1,258,202	13.15
Ft. Eustis, VA	21,216,985	2,723,111	1,255,521	2,540,300	6,548,770	2,612,812	116,457	37,013,936	32,967,055	12.28
Ft. George G. Meade, MD	32,488,931	0	(153)	986,891	4,433,144	1,509,268	105,696	39,503,778	314,892,770	-87.45
Camp Grayling, MI	1,295,366	0	0	105,354	0	202,321	0	1,603,043	1,338,759	19.74

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Griffiss AFB, NY	11,511,409	1,440,477	417,555	196,799	875,500	754,192	86,516	15,282,448	12,620,454	21.09
Grissom AFB, IN	5,950,349	1,266,542	88,838	460,626	476,647	558,710	37,873	8,839,585	7,766,083	13.82
Ft. Hamilton, NY	8,313,991	553,450	1,169,712	462,291	1,439,461	295,212	19,702	12,253,819	9,300,204	31.76
Hancock Field, NY	438,467	0	0	0	6,337	0	0	444,804	390,807	13.82
Hanscom AFB, MA	10,792,342	1,294,513	438,403	777,696	1,669,815	362,210	31,886	15,366,865	13,009,917	18.12
Ft. Indiantown Gap, PA	5,018,013	321,607	279,899	89,692	53,466	337,615	0	6,110,282	4,722,781	29.38
Camp Keyes, ME	565,523	0	0	0	0	0	0	565,523	500,344	13.03
K.I. Sawyer AFB, MI	7,499,267	1,379,746	125,081	263,545	582,186	500,865	90,427	10,441,119	9,636,461	8.35
Ft. Knox, KY	37,140,098	4,640,165	1,100,139	5,451,597	6,469,201	6,865,891	173,138	61,840,229	56,362,949	9.72
Langley AFB, VA	24,338,119	3,421,968	1,440,872	1,135,528	5,008,628	1,059,578	60,160	36,464,853	33,859,176	7.70
Ft. Lee, VA	23,302,361	2,703,045	1,071,510	4,149,447	8,376,275	4,377,286	111,873	44,091,797	39,713,520	11.02
Letterkenny AD, PA	308,527	0	44,489	0	0	135,104	0	488,120	288,977	68.91
Lexington, KY	377,216	0	67,529	0	0	0	0	444,745	430,712	3.26
Loring AFB, ME	6,581,282	885,893	176,519	454,728	1,177,704	696,241	118,722	10,091,089	8,487,431	18.89
Martinsburg, WV	171,116	0	0	0	0	0	0	171,116	144,125	18.73
McGhee Tyson ANG, TN	1,354,185	0	0	0	0	0	0	1,354,185	1,206,184	12.27
Ft. McGuire, NJ	4,147,925	649,565	732,180	1,219,327	1,313,908	304,569	36,967	8,404,441	5,721,651	46.89
Ft. McNair, DC	694,598	350,891	0	0	151,340	118,036	3,629	1,318,494	1,404,740	-6.14
Ft. Myer, VA	15,212,654	2,620,578	(2)	586,727	3,778,309	1,249,569	29,841	23,579,676	21,745,342	8.44
U.S. Military Academy, NY	12,452,779	1,520,463	466,317	294,637	1,848,275	2,964,374	85,429	19,632,274	15,902,723	23.45
Milwaukee, WI	849,289	0	0	0	0	0	0	849,289	797,723	6.46
Ft. Monmouth, NJ	10,465,160	1,129,757	582,914	1,015,771	1,845,020	616,486	64,531	15,719,639	13,642,332	15.23
Ft. Monroe, VA	3,593,298	606,062	692,462	117,488	297,784	160,374	6,231	5,493,699	4,850,870	13.25
Nashville ANGB, TN	1,277,081	0	0	0	0	0	0	1,277,081	1,218,928	4.77
Newark AFS, OH	227,815	0	0	0	0	7,237	0	235,052	186,366	26.12
New Cumberland AD, PA	757,822	159,983	285,599	0	11,308	0	0	1,214,712	778,987	55.93
Niagra AFS, NY	1,874,247	0	187,888	0	1,025,276	31,896	0	3,119,307	2,410,741	29.39
Oakdale, PA	3,968,396	0	846,539	180,026	68,981	48,730	0	5,112,672	3,918,828	30.46
O'Hare Airport, IL	1,426,235	0	0	0	0	30,988	0	1,457,223	1,365,961	6.68
Camp O'Neill, CT	1,403,562	0	0	0	0	0	0	1,403,562	1,045,886	34.20
Ozark, MO	47,453	0	0	0	0	0	0	47,453	61,014	-22.23
Pease AFB, NH	12,867,196	1,835,602	409,801	185,018	1,710,044	625,465	32,120	17,465,246	15,641,991	11.66
Pedricktown, NJ	471,695	0	0	0	0	0	0	471,695	457,492	3.10
Camp Perry, OH	224,490	0	0	32,951	35,484	20,572	0	313,497	243,045	28.99
Phelps Collins ANG, MI	184,394	0	0	0	0	47,068	0	231,462	131,238	76.37
Picatinny Arsenal, NJ	915,998	0	0	0	0	65,025	0	981,021	820,768	19.52
Ft. Pickett, VA	1,277,633	74,638	101,905	104,144	0	434,431	22,531	2,015,282	1,564,312	28.83
Pittsburg, PA	640,172	0	0	0	0	0	0	640,172	566,214	13.06
Plattsburgh AFB, NY	7,557,776	1,080,482	233,869	54,589	1,566,048	737,630	36,849	11,287,263	10,064,419	12.15
Pomona, NJ	452,972	0	0	17,625	0	0	0	470,597	403,732	16.56
Rickenbacker ANG, OH	3,100,154	368,039	419,093	39,139	39,139	72,533	0	4,038,097	2,900,501	39.22
Ft. Ritchie, MD	2,154,250	497,806	118,074	0	59,582	151,579	15,625	2,996,716	2,651,546	13.02
Rock Island, IL	904,846	0	0	0	0	581,045	0	1,485,891	1,417,506	4.82
Selfridge, MI	10,047,919	1,429,253	586,877	370,947	366,655	221,105	24,536	13,027,292	11,577,321	12.52
Seneca AD, NY	618,106	20,430	80,002	291,788	31,962	136,860	0	1,179,148	852,138	38.38
Ft. Sheridan, IL	6,483,722	482,349	0	270,551	623,929	296,461	0	8,157,012	7,789,962	4.71
Smyrna, TN	693,804	0	0	0	0	0	0	693,804	672,290	3.20
U.S. Sold. & Airmens Home, DC	1,072,623	0	0	414,234	39,215	700,921	0	2,226,993	2,276,518	-2.18
Ft. Story, VA	1,797,714	370,824	344,092	39,366	57,621	1,186,636	0	3,796,273	3,286,072	15.59
Tobyhanna AD, PA	1,383,879	136,160	469,675	29,623	12,484	0	0	2,031,841	1,101,500	84.46
Ft. Totten, NY	1,822,595	0	(791)	0	21,363	8,130	0	1,851,297	1,215,381	52.32
Vint Hill Farms, VA	2,332,360	578,930	343,286	0	7,607	121,759	0	3,383,942	2,546,890	32.87
Walter Reed AMC, DC	8,937,985	692,022	0	383,330	1,526,141	1,831,895	0	13,371,373	12,665,778	5.57
Warfield, MO	186,104	0	0	0	0	0	0	186,104	195,619	-4.86
Watervliet Arsenal, NY	923,698	0	0	0	0	54,860	0	978,558	817,906	19.64
Westover, MA	7,870,999	530,091	114,036	0	384,998	123,074	0	9,023,198	8,008,785	12.67
Wright-Patterson AFB, OH	32,082,892	2,078,693	235,333	1,077,372	3,692,894	767,365	90,755	40,025,304	35,258,390	13.52
Wurtsmith AFB, MI	9,142,352	1,098,286	0	144,468	1,004,519	409,030	65,423	11,864,078	10,751,524	10.35
Youngstown, OH	342,950	0	0	25,291	25,291	36,480	0	430,012	332,365	29.37
EO Totals	**$706,461,529**	**$73,365,798**	**$24,901,064**	**$33,606,020**	**$122,983,983**	**$76,004,757**	**$3,105,939**	**$1,054,303,057**	**$1,201,141,307**	**-12.20%**

NOTE: AAFES Sales for FY89 are preliminary and unaudited
Gasoline and liquor sales are not included in retail sales column

AAFES Exchange Sales
(FY89)

Western Operations

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Beale AFB, CA	11,839,629	2,352,928	177,383	1,097,786	1,469,606	400,984	55,457	17,393,773	14,852,132	17.11
Ft. Carson, CO	21,052,546	4,041,337	798,427	3,942,525	4,580,074	4,248,531	73,416	38,736,856	36,808,632	5.24
Castle AFB, IL	13,515,329	1,907,648	217,228	517,352	1,604,752	647,479	93,032	18,502,820	15,472,029	19.59
Davis-Monthan AFB, AZ	19,883,677	1,952,476	443,346	1,690,686	3,648,862	664,274	90,504	28,373,805	25,684,409	10.47
Ft. Douglas, UT	1,900,629	0	214,409	0	0	40,305	0	2,155,343	1,510,885	42.65
Dugway PG, UT	1,455,905	545,543	65,358	0	54,291	79,851	37,566	2,238,514	1,981,248	12.99
Edwards AFB, CA	16,072,414	3,690,199	242,945	3,913,990	2,878,369	1,068,116	150,712	28,016,745	23,663,533	18.40
Fairchild AFB, WA	14,281,170	1,803,450	468,069	1,272,076	1,888,728	758,809	88,888	20,561,190	16,776,474	22.56
F.E. Warren AFB, WY	5,445,166	1,225,406	106,561	812,352	872,126	456,575	43,773	8,961,959	7,271,380	23.25
Fitzsimons AMC, CO	7,534,489	892,714	63,822	516,192	283,017	290,338	32,822	9,613,394	8,758,663	9.76
George AFB, CO	11,960,084	2,184,661	239,911	1,735,192	1,828,521	997,858	81,812	19,028,039	16,507,452	15.27
Gila Bend AFAF, AZ	120,099	0	0	0	0	17,468	0	137,567	175,477	-21.60
Gowen, ID	590,024	0	0	0	16,537	0	0	606,561	541,907	11.93
Camp Guernsey, WY	96,400	0	0	0	0	0	0	96,400	93,815	2.76
Hill AFB, UT	12,896,836	1,323,934	792,518	463,978	1,303,805	786,597	23,033	17,570,601	13,451,408	30.62
Ft. Huachuca, AZ	15,694,403	1,583,449	356,809	3,065,808	3,137,815	1,565,496	107,336	25,511,116	23,995,223	6.32
Indian Springs AFAF, NV	146,135	0	0	0	0	182,773	0	328,908	292,676	12.38
Ft. Irwin, CA	10,930,556	1,901,568	171,266	3,154,552	2,071,374	2,654,030	168,496	21,051,842	16,785,645	25.42
Kingsley Field, OR	408,516	0	0	0	5,525	31,526	0	445,567	373,221	19.38
Ft. Lawton, WA	490,879	0	0	0	0	0	0	490,879	499,140	-1.66
Ft. Lewis, WA	51,287,903	6,958,502	1,239,759	8,738,190	13,135,273	6,542,561	210,675	88,112,863	83,192,017	5.92
Ft. Hunter-Liggett, CA	1,096,871	228,903	26,051	447,740	516,726	318,350	18,298	2,652,939	2,958,259	-10.32
Los Alamitos AFRC, CA	5,334,558	584,646	0	206,038	325,791	153,477	0	6,604,510	5,575,964	18.45
Los Angeles AFB, CA	7,751,990	1,226,095	209,582	284,131	903,600	211,979	0	10,587,377	9,333,818	13.43
Lowry AFB, CO	29,180,136	2,968,315	558,032	2,341,044	4,982,240	3,990,784	85,554	44,086,105	42,173,315	4.54
Luke AFB, AZ	17,744,214	789,121	404,675	1,567,113	2,312,808	867,026	57,350	23,542,307	20,866,652	12.82
Malmstrom AFB, MT	6,483,291	801,572	191,722	632,975	1,409,722	480,635	30,625	10,030,542	8,214,115	22.11
March AFB, CA	22,553,397	4,268,032	503,196	2,010,115	1,988,858	12,407	68,583	31,404,588	25,072,266	25.26
Mather AFB, CA	21,936,451	1,319,705	317,188	598,140	2,349,875	510,069	67,921	27,098,349	23,988,356	12.96
McClellan AFB, CA	20,802,482	2,954,435	274,140	665,377	2,176,035	382,426	63,590	27,318,485	22,325,146	22.37
McChord AFB, CA	36,102,221	2,089,250	1,519,290	2,213,167	742,563	175,932	49,002	42,891,445	33,855,840	26.69
Lake Meade Annex, NV	88,706	0	0	0	0	18,437	0	107,143	106,607	0.50
Monterey, CA	3,949,464	0	41,457	776,260	5,408,105	0	88,364	10,263,650	9,063,294	13.24
Mountain Home AFB, ID	9,198,497	948,250	198,051	924,848	1,277,761	670,312	73,316	13,291,035	11,421,234	16.37
Navajo AD, AZ	42,758	0	0	0	0	0	0	42,758	72,310	-40.87
Nellis AFB, NV	25,799,565	2,145,337	302,013	2,956,357	4,539,731	625,531	85,686	36,454,222	31,127,542	17.11
Norton AFB, CA	20,133,571	4,123,076	392,240	2,434,215	3,252,823	1,501,095	88,641	31,925,461	30,268,124	5.48
Oakland AB, CA	531,234	442,671	152,506	261,578	261,578	43,722	0	1,693,289	1,177,112	43.85
Camp San Luis Obispo, CA	300,282	0	0	0	0	31,788	0	332,070	240,331	38.17
Onizuka AFS, CA	319,866	0	0	0	0	26,453	0	346,319	418,066	-17.16
Ft. Ord, CA	43,474,362	7,696,710	663,812	6,125,616	4,318,151	6,250,477	254,357	68,783,485	61,065,151	12.64
Camp Parks, CA	-	-	-	-	-	-	-	0	94,846	-100.00
Peterson AFB, CO	16,924,353	2,607,934	126,101	955,487	1,944,010	495,070	18,545	23,071,500	18,820,196	22.59
Presideo of S.F., CA	20,841,654	1,953,813	332,821	1,744,375	2,436,815	1,191,762	72,614	28,573,854	25,898,575	10.33
Pueblo Depot, CO	125,847	0	0	0	0	0	0	125,847	107,668	16.86
Reno Site, NV	-	-	-	-	-	-	-	0	36,420	-100.00
Camp Roberts, CA	1,097,004	0	0	295,025	3,854	208,369	4,024	1,608,276	686,618	134.23
Sacramento SD, CA	190,760	264,274	0	0	0	30,436	0	485,470	371,196	30.78
Sharpe AD, CA	515,411	0	0	0	0	0	0	515,411	414,667	24.30
Sierra AD, CA	692,354	0	15,439	164,887	0	13,532	23,016	909,228	856,969	6.10
Travis AFB, CA	32,406,683	4,259,525	430,176	5,379,515	3,265,273	1,856,183	208,409	47,805,764	40,283,954	18.67
USAF Academy, CO	14,661,445	2,300,885	195,166	450,100	1,173,258	2,400,726	16,536	21,198,116	20,013,386	5.92
Vancouver Barracks, WA	2,134,533	0	72,806	11,822	28,377	0	0	2,247,538	2,964,279	-24.18
Vandenberg AFB, CA	14,015,611	2,724,895	288,825	1,467,007	1,773,783	820,562	110,136	21,200,819	19,584,084	8.26
Williams AFB, AZ	9,425,486	1,066,097	0	405,418	757,437	543,490	51,044	12,248,972	11,731,544	4.41
Yakima, WA	806,525	0	33,548	38,492	29,095	427,939	0	1,335,599	1,323,793	0.89
Yuma Proving Ground, AZ	654,401	301,726	0	378,997	654,401	301,726	0	2,291,251	1,509,708	51.77
WO Totals	**$804,997,772**	**$90,426,962**	**$12,846,848**	**$66,656,486**	**$67,611,185**	**$45,774,256**	**$2,793,136**	**$901,009,496**	**$792,706,791**	**13.69%**

NOTE: AAFES sales for FY89 are preliminary and unaudited
Gasoline and liquor sales are not included in retail sales column

AAFES Exchange Sales
(FY89)

Southern Operations

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total Sales FY88	Total Sales % Change 89 vs 88
Ft. Benning, GA	51,365,037	3,835,573	1,491,206	7,002,898	12,306,465	10,503,307	387,847	86,892,333	85,771,069	1.31
Camp Blanding, FL	1,499,775	0	0	0	0	0	0	1,499,775	1,467,635	2.19
Ft. Bragg, NC	63,980,982	7,994,849	3,610,650	10,830,130	10,235,065	10,534,302	178,001	107,363,979	92,065,251	16.62
Charleston AFB, SC	12,703,239	1,677,840	679,994	1,334,864	2,573,125	758,852	36,029	19,763,943	16,623,128	18.89
Columbus AFB, OH	4,125,217	0	244,893	85,562	695,915	350,464	15,390	5,517,441	6,267,042	-11.96
Dobbins AFB, GA	2,757,579	0	172,635	0	0	29,597	0	2,959,811	2,856,685	3.61
Eglin AFB, FL	31,490,920	4,126,476	1,850,178	3,161,297	3,086,230	1,974,542	54,005	45,743,648	38,993,672	17.31
Ft. Fisher AFS, NC	-	-	-	-	-	-	-	0	71,875	-100.00
Ft. McClellan, AL	20,576,916	1,669,929	1,118,990	2,146,380	4,313,794	1,168,482	77,283	31,071,774	31,924,865	-2.67
Ft. Gillem, GA	11,769,099	0	965,049	285,860	340,072	0	0	13,360,100	10,444,193	27.92
Ft. Gordon, GA	26,730,242	2,383,525	973,191	4,740,927	7,146,964	7,206,042	194,684	49,375,575	46,243,294	6.77
Gulfport, MS	474,236	0	0	0	0	0	0	474,236	227,940	108.05
Gunter AFS, AL	3,481,100	742,216	283,043	0	0	0	13,682	4,520,041	4,332,988	4.32
Homestead AFB, FL	20,450,265	1,835,550	711,597	2,070,904	3,293,721	977,814	69,536	29,409,387	2,767,326	962.74
Hunter AAF, GA	9,162,758	625,189	469,998	286,271	2,930,885	891,461	18,907	14,385,469	13,020,465	10.48
Hurlburt Field, FL	5,525,096	911,242	0	77,423	339,821	122,851	29,698	7,006,131	6,258,794	11.94
Ft. Jackson, SC	37,695,337	1,446,125	1,500,383	2,194,503	10,251,069	7,869,153	172,242	61,128,812	57,066,847	7.12
Keesler AFB, MS	29,899,296	2,945,284	859,685	1,916,777	6,510,449	2,022,461	291,635	44,445,587	39,959,068	11.23
Kingsport, TN	260,398	0	0	0	0	0	0	260,398	272,977	-4.61
MacDill AFB, FL	34,934,285	1,881,884	1,712,167	2,408,711	3,433,098	1,053,300	20,906	45,444,351	39,032,990	16.43
Maxwell AFB, AL	22,312,270	2,466,821	1,550,986	1,414,091	2,781,210	1,113,910	16,760	31,656,048	25,784,349	22.77
Ft. McPherson, GA	4,567,595	769,132	647,363	556,757	1,465,786	816,606	0	8,823,239	8,195,175	7.66
Camp Frank D. Merrill, GA	153,555	0	12,069	0	0	0	0	165,624	157,931	4.87
Moody AFB, GA	7,202,398	1,246,327	297,730	337,015	700,960	456,577	22,107	10,263,114	8,789,465	16.77
Myrtle Beach AFB, SC	8,918,016	1,236,872	599,151	166,845	1,068,062	605,446	31,828	12,626,220	10,685,236	18.17
New Orleans, LA	472,432	0	0	0	0	0	0	472,432	467,568	1.04
Patrick AFB, FL	24,316,149	1,449,719	1,518,693	1,200,810	2,382,256	505,009	41,453	31,414,089	27,464,485	14.38
Redstone Arsenal, AL	18,513,312	1,707,502	1,462,857	1,850,399	4,672,753	1,464,622	60,868	29,732,303	25,073,469	18.58
Robins AFB, GA	15,422,999	1,427,016	907,019	356,234	1,597,383	391,615	44,599	20,146,865	16,932,642	18.98
Ft. Rucker, AL	21,121,922	2,127,490	876,325	2,234,734	3,042,887	2,913,426	125,847	32,442,631	28,729,070	12.93
Seymour Johnson AFB, NC	10,018,468	1,021,340	583,029	109,887	1,683,579	791,356	51,902	14,259,561	12,618,413	13.01
Shaw AFB, SC	15,096,774	2,057,654	589,607	349,871	1,925,724	582,151	39,033	20,640,814	17,766,841	16.18
Camp Shelby, MS	2,986,850	0	0	392	0	7,411	34,584	3,029,237	2,806,161	7.95
Ft. Stewart, GA	24,863,986	2,611,740	926,722	4,766,960	6,162,810	3,871,069	216,451	43,421,738	38,168,988	13.76
Thompson Field, MS	1,134,838	0	0	0	0	0	0	1,134,838	1,027,105	10.49
Tyndall AFB, FL	12,363,955	1,420,573	558,000	1,424,204	1,479,708	853,360	61,366	18,161,166	16,169,628	12.32
Van Nuys ANG, LA	0	0	0	0	3,947	0	0	3,947	670,909	-99.41
Vicksburg, MS	345,794	0	0	0	0	0	0	345,794	344,326	0.43
SO Totals	**$558,993,092**	**$51,817,988**	**$27,175,210**	**$53,310,718**	**$96,423,738**	**$59,835,186**	**$2,306,843**	**$849,862,453**	**$737,519,885**	**15.18%**

NOTE: AAFES Sales for FY89 are preliminary and unaudited
Gasoline and liquor sales are not included in retail sales column

AAFES Exchange Sales
(FY89)

Europe Exchange Region

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Alconbury, U.K.	13,595,569	2,131,808	271,910	2,457,255	682,449	485,221	105,489	19,729,501	22,523,544	-12.40
Ansbach, FRG	8,647,983	0	1	916,088	1,074,378	1,601,875	13,884	12,254,189	12,993,363	-5.69
Aschaffenberg, FRG	13,832,714	1,273,643	292,344	2,855,095	1,169,393	0	192,384	19,615,573	17,647,923	11.15
Athens, Greece	13,555,516	639,792	251,500	1,295,154	254,098	173,154	72,213	16,241,427	146,314,414	-88.90
Augsburg, FRG	27,509,213	2,547,969	466,376	3,722,920	1,923,483	1,287,654	286,859	37,744,464	33,818,251	11.61

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY89	Total Sales % Change 89 vs 88
Azores	-	-	-	-	-	-	-	0	14,591,136	-100.00
Babenhausen, FRG	4,306,974	0	118,371	1,480,493	270,454	0	19,339	6,195,631	5,838,827	6.11
Bad Aibing, FRG	718,950	0	43,878	0	72,931	0	17,263	852,722	625,291	36.37
Bad Hersfeld, FRG	2,720,537	0	90,168	420,196	65,091	0	44,812	3,340,804	2,855,107	17.01
Bad Kissingen, FRG	2,281,612	393,893	123,785	882,330	277,246	64,309	0	4,023,175	3,773,866	6.61
Bad Kreuznach, FRG	9,618,361	1,085,066	188,917	1,715,281	877,623	703,424	115,604	14,304,276	14,366,154	-0.43
Bad Toelz, FRG	1,995,135	0	64,312	0	125,984	0	22,512	2,197,943	2,216,244	-0.83
Bamberg	21,650,881	1,496,407	448,318	4,401,822	961,396	1,292,503	0	30,251,326	29,850,432	1.01
Baumholder, FRG	26,620,091	2,513,922	261,423	3,078,956	2,010,672	445,373	204,501	35,134,937	36,236,733	-3.04
Bentwaters, U.K.	16,228,474	2,630,628	305,407	2,439,294	692,563	724,488	74,087	23,094,941	23,391,690	-1.0
Berchtesgaden, FRG	950,262	0	25,462	0	0	0	0	975,724	1,037,633	-5.97
Berlin, FRG	34,221,740	0	571,553	4,289,342	1,983,370	1,426,348	273,783	42,766,136	44,899,984	-4.75
Bindlach, FRG	2,256,987	0	102,669	0	31,883	0	4,312	2,395,851	1,993,861	20.16
Bitburg	19,710,274	2,719,500	350,625	1,790,064	871,774	500,650	255,529	26,198,416	27,886,246	-6.08
Boebling, FRG	3,353,259	0	148,897	2,493,844	561,830	0	29,970	6,587,800	6,023,152	9.37
Bremerhaven, FRG	12,316,551	1,074,629	253,536	1,182,045	837,844	1,814,389	126,807	17,605,781	18,356,296	-4.09
Brindisi, Italy	6,724,424	0	98,389	988,925	501,367	329,332	52,043	8,694,480	9,039,590	-3.82
Brussels, Belgium	1,066,873	0	0	240,540	0	0	190	1,307,603	1,118,578	16.90
Buedingen, FRG	1,621,873	0	98,241	297,394	56,868	0	31,155	2,105,531	1,794,443	17.34
Bueren, FRG	398,003	0	28,033	0	0	0	0	426,036	390,848	9.00
Butzbach, FRG	1,822,238	0	0	0	126,069	65,656	35,206	2,049,171	2,045,008	0.20
Chicksands, U.K.	5,284,482	586,790	97,948	285,281	344,263	193,361	13,522	6,805,647	7,172,757	-5.12
Chievres, Belgium	10,885,842	0	0	802,804	533,397	326,290	78,511	12,626,844	15,964,212	-20.91
Coleman, FRG	3,618,084	0	0	1,720,414	98,348	0	62,717	5,499,563	6,164,416	-10.79
Comiso, Italy	6,365,015	0	104,816	766,067	589,266	300,949	53,368	8,181,503	6,988,837	17.07
Crailsheim, FRG	2,558,353	0	72,576	0	264,315	0	9,584	2,904,828	3,254,063	-10.73
Crete	3,260,289	145,272	56,711	103,718	94,806	139,853	46,376	3,847,025	4,224,569	-8.94
Croughton, U.K.	2,511,385	0	131	107,026	329	0	0	2,618,871	3,155,532	-17.01
Darmstadt, FRG	15,609,296	1,644,139	357,865	1,821,550	1,080,809	1,602,513	144,922	22,261,114	20,984,786	6.08
Dexheim, FRG	2,289,642	1,769	90,212	568,756	218,282	10,103	10,254	3,209,018	3,126,541	2.64
Erlangen, FRG	6,815,986	0	224,803	1,378,060	560,816	0	79,242	9,058,907	9,090,798	-0.35
Erlensee, FRG	2,483,053	0	3,701	1,828,463	0	0	0	4,315,217	4,587,815	-5.94
Eschborn, FRG	2,036,594	1,796,651	913	0	82,845	0	0	3,919,003	3,769,737	3.96
Ettlingen, FRG	71,501	0	0	982,811	71,992	0	0	1,126,304	1,606,212	-29.86
Fairford, U.K.	4,623,416	769,126	119,914	237,743	127,126	119,049	18,357	6,014,731	5,831,867	3.14
Feltwell, U.K.	8,002,378	479	0	0	37,472	0	0	8,040,329	5,228,592	53.78
Finthen, FRG	713,538	0	0	0	106,010	0	0	819,548	966,246	-15.18
Fischbach, FRG	279,560	0	8	44,378	40,402	0	0	364,348	303,071	20.22
Flensburg, FRG	425,483	0	33,775	36,772	3,350	0	0	499,380	472,421	5.71
Florennes, Belgium	15,351	0	0	3,472	103,383	0	0	122,206	2,575,777	-95.26
Frankfurt, FRG	54,959,739	3,726,469	925,005	5,559,503	3,296,102	1,949,149	289,080	70,705,047	68,751,618	2.84
Friedberg, FRG	7,881,975	0	179,154	899,015	556,029	45,015	90,961	9,652,169	8,324,060	15.96
Fuerth	60,292,000	4,212,965	953,433	2,698,182	2,717,293	2,460,925	245,765	73,580,563	70,019,424	5.09
Fulda, FRG	10,759,908	1,057,118	222,050	933,461	973,526	1,085,216	261,420	15,292,699	13,822,242	10.64
Garlstedt, FRG	14,868,641	0	321,638	3,237,856	1,335,389	1,545	126,593	19,911,662	20,122,235	-1.05
Garmisch	3,927,678	0	82,316	0	97,128	0	0	4,107,122	4,460,690	-7.93
Gelnkra, FRG	148,950	0	0	0	10,701	5,742	0	165,393	183,904	-10.11
Gelnhausen, FRG	5,865,311	42,545	162,629	767,367	360,865	0	46,294	7,245,011	7,040,224	2.91
Germersheim, FRG	738,633	0	88,688	0	8,284	4,120	0	839,725	374,430	124.27
Ghedibr, Italy	283,218	0	7,058	998,975	2,490	491,253	0	1,780,994	1,739,740	2.37
Giessen, FRG	25,579,603	2,632,135	499,112	3,004,944	1,544,335	2,349,965	190,936	35,801,030	36,209,964	-1.13
Goeppingen, FRG	7,049,117	0	143,311	1,030,870	173,660	0	88,549	8,485,497	9,021,681	-5.94
Gonsenheim, FRG	2,667,461	0	0	731,130	331,580	21,126	0	3,751,297	2,751,105	36.36
Grafenwoehr, FRG	15,485,376	493,853	218,985	4,106,315	650,521	2,191,661	496,214	23,642,925	28,266,464	-16.36
Greenham Common, U.K.	5,141,617	1,052,671	110,348	0	216,146	224,577	27,164	6,772,523	6,813,978	-0.61
Hahn AFB, FRG	20,152,593	2,763,992	360,555	2,121,836	1,081,955	325,786	211,934	27,018,662	28,238,546	-4.32
Hanau, FRG	39,963,666	3,533,731	869,561	3,150,373	2,852,549	2,471,109	317,460	53,178,449	50,615,113	5.06
Heidelberg, FRG	37,522,105	0	826,492	4,111,885	2,497,703	34,254	67,523	45,059,972	46,902,484	-3.93
Heilbronn, FRG	13,333,568	1,541,877	383,486	2,928,075	1,784,956	0	171,960	20,123,942	24,545,055	-18.01
Herborns, FRG	278,054	0	0	0	7,786	0	0	285,840	268,404	6.50
Herzogen, FRG	1,062,212	0	78,047	0	236,475	0	10,981	1,387,715	1,495,398	-7.20
Highway Combi, U.K.	635,741	245,379	25,750	0	9,701	0	0	916,571	869,026	5.36
Hohenfels, FRG	3,732,259	0	122,461	749,218	291,471	0	97,611	4,993,020	3,054,889	63.44

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Illesheim, FRG	5,535,181	655,252	136,799	0	78,158	0	86,566	6,490,956	7,058,244	-8.04
Kaiserslautern, FRG	57,886,307	6,842,825	691,183	7,822,628	3,283,950	475,987	337,790	77,340,670	78,093,177	-0.96
Karlsruhe, FRG	15,503,251	6,978	360,918	1,155,404	808,993	25,839	0	17,951,383	18,997,743	-5.51
Katterbach, FRG	5,444,766	0	297,725	3,209,585	317,851	113,140	129,564	9,512,631	9,084,209	4.72
Kirchgoens, FRG	5,077,867	1,057,566	276,945	1,542,056	450,998	2,292	156,969	8,564,682	8,057,778	6.29
Kitzengen, FRG	14,871,120	0	292,576	3,000,582	1,045,325	0	0	19,209,603	21,337,382	-9.97
Knielsin, FRG	171,319	0	0	0	225,944	0	0	397,263	1,365,836	-70.91
Lakenheath, U.K.	29,099,323	2,726,469	326,271	1,840,769	1,369,006	1,359,290	132,388	36,853,516	38,706,476	-4.79
Landstuh, FRG	1,214,178	0	75,170	646,581	229,016	4,752	0	2,169,697	2,464,831	-11.97
Lindsey, FRG	2,048,928	0	0	2,144,242	397,961	0	65,651	4,656,782	4,515,619	3.13
Livorno, Italy	5,733,666	0	144,331	840,126	330,082	219,677	34,771	7,302,653	7,058,767	3.46
Ludwigsburg, FRG	5,151,539	0	155,996	882,788	487,261	0	152,168	6,829,752	6,245,277	9.36
Mainz, FRG	12,592,591	1,398,451	513,237	967,724	222,477	47,557	99,045	15,841,082	17,921,851	-11.61
Mannheim, FRG	29,084,107	3,755,469	670,608	5,020,443	2,994,112	1,594,595	0	43,119,334	44,022,713	-2.05
Menwith Hill, U.K.	2,212,084	483,590	71,456	0	45,787	0	0	2,812,917	2,670,901	5.32
Miesau, FRG	936,453	0	0	271,335	50,648	0	0	1,258,436	1,238,830	1.58
Milden Hall, U.K.	8,262,830	2,011,946	231,879	1,533,374	344,298	112,534	148,243	12,645,104	12,420,214	1.81
Munchweigen, FRG	297,681	0	0	2,017,401	21,310	0	0	2,336,392	2,364,596	-1.19
Munich, FRG	16,478,360	1,558,522	284,004	3,080,775	934,247	1,030,244	188,332	23,554,484	23,126,439	1.85
Neckarsulm, FRG	412,751	0	0	299,505	95,730	0	0	807,986	814,441	-0.79
Nellinge	2,351,086	926,279	166,885	1,836,159	830,160	0	108,470	6,218,039	5,956,458	4.39
Neubruecken, FRG	669,585	0	35,099	232,353	46,305	0	11,697	995,039	1,009,531	-1.44
Neu Ulm, FRG	12,774,716	842,927	242,319	1,871,553	643,334	0	148,704	16,523,553	16,056,603	2.91
Nuernburg, FRG	1,706,532	0	0	2,504,248	104,696	0	72,273	4,387,749	4,926,387	-10.93
Obersteim, FRG	728,371	0	25,909	1,183,560	11,408	0	11,543	1,960,791	2,179,719	-10.04
Oberurse, FRB	286,662	0	0	1,221,309	15,099	0	0	1,523,070	1,797,859	-15.28
Oldenforf, FRG	1,838,953	0	63,261	0	81,356	28,009	0	2,011,579	2,110,750	-4.70
Oslo, Norway	1,497,290	0	0	0	0	0	0	1,497,290	1,114,635	34.33
Pieri, FRG	542,099	0	0	0	0	212,156	0	754,255	643,495	17.21
Pirmasens, FRG	13,025,823	37,148	287,907	1,915,328	956,029	416,525	119,154	16,757,914	17,309,276	-3.19
Rimini, Italy	481,836	0	3,143	0	0	6,345	0	491,324	455,928	7.76
Ramstein AB, FRG	48,749,901	5,106,883	731,850	4,253,546	3,086,426	438,780	374,172	62,740,558	63,771,806	-1.62
Rheinberg, FRG	1,678,602	0	74,754	281,993	147,222	9,009	0	2,191,580	1,968,087	11.36
Rhein Main, FRG	4,368,607	3,152,945	612,719	4,368,607	2,018,754	1,115,302	349,760	45,754,978	46,094,905	-0.74
Sardinia, Italy	2,255,630	0	18,744	0	28,882	17,543	0	2,320,799	2,409,930	-3.70
Saudi Arabia	2,732,347	0	0	0	24,027	0	0	2,756,374	2,953,711	-6.68
Schinnen, NL	10,855,100	0	82,596	838,025	196,557	30,082	85,324	12,087,684	11,704,462	3.27
Schwabach, FRG	1,085,126	0	106,317	368,251	139,301	0	6,881	1,695,876	1,558,152	8.84
Schweinfurt, FRG	24,088,605	1,478,901	424,709	3,737,643	1,120,489	1,220,974	0	32,071,321	30,466,664	5.27
Sembach AB, FRG	7,443,299	0	231,838	1,551,115	571,699	0	184,889	9,982,840	9,939,326	0.44
Siegelbach, FRG	237,427	0	0	0	27,180	0	0	264,607	254,129	4.12
Soegel, FRG	388,625	0	31,034	0	7,472	0	0	427,131	467,580	-8.65
Soesterberg, NL	8,117,127	0	183,247	200,302	313,256	514,726	23,395	9,352,053	9,452,544	-1.06
Spangdahlem AB, FRG	15,112,569	2,552,513	277,328	2,155,728	915,439	638	210,511	21,224,716	22,293,194	-4.79
Stuttgart	48,213,696	2,058,604	584,770	4,392,796	2,249,751	3,473	172,147	57,675,239	55,976,157	3.04
Torrejon, Spain	22,342,246	1,812,339	300,515	3,426,163	6,000,932	1,042,747	220,080	35,145,022	36,623,104	-4.04
Upper Heyford, U.K.	24,508,084	3,117,872	381,120	2,259,092	1,096,424	661,192	82,768	32,105,552	31,645,213	1.45
Upwood, U.K.	494,826	87,320	0	640	0	0	0	582,786	512,859	13.63
Vaihinge, U.K.	8,087,966	0	245,380	754,072	716,008	0	182,458	9,985,884	12,834,729	-22.20
Vicenza, Italy	16,457,929	0	186,146	1,825,377	779,578	243,897	204,710	19,697,637	20,600,456	-4.38
Vilseck, FRG	11,419,622	577,481	223,047	4,984,961	560,932	1,132	199,786	17,966,961	10,903,909	64.78
Wackernheim, FRG	794,893	0	0	9	125,370	1,397	0	921,669	1,089,809	-15.43
Welford, U.K.	251,481	43,029	1,219	732,922	53,679	0	0	1,082,330	1,065,262	1.60
Wertheim, FRG	3,595,373	540,770	89,637	613,630	323,122	0	67,869	5,230,401	5,071,838	3.13
Wethersfield, U.K.	1,147,476	206,314	51,781	0	13,188	0	8,127	1,426,886	1,275,224	12.05
Wiesbaden, FRG	36,178,429	2,079,700	809,715	1,966,847	3,466,603	2,243,674	416,798	47,162,766	46,436,108	1.56
Wildflecken, FRG	9,204,950	965,567	211,733	2,186,065	524,300	19,015	0	13,111,630	11,521,867	13.80
Woodbridge, U.K.	1,242,990	0	8,668	0	21,617	0	0	1,273,265	1,715,984	-25.80
Zaragoza, Spain	5,434,400	453,757	97,308	601,625	1,225,961	216,665	57,958	8,087,664	8,229,077	-1.72
Zimforf, FRG	1,280,195	0	0	1,692,539	291,025	212,464	203	3,476,426	3,061,724	13.54
Zweibruecken, FRG	9,592,846	69,343	240,358	217,819	1,194,241	34,780	21,564	11,370,971	13,248,650	-14.17
AAFES-Europe Totals	**$1,238,210,481**	**$91,364,787**	**$23,906,731**	**$175,145,184**	**$84,389,569**	**$40,912,485**	**$10,107,029**	**$1,666,676,384**	**$1,847,271,236**	**-9.20%**

NOTE: AAFES Sales for FY 89 are preliminary and unaudited
Gasoline and liquor sales are not included in retail sales column

AAFES Exchange Sales
(FY89)

Pacific Exchange Region

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Adana, Turkey	10,391,277	501,776	195,909	1,326,407	1,801,474	229,226	110,877	14,556,946	13,361,384	8.95
Albrook AFS, Panama	12,301,306	0	429,899	904,442	3,828,797	2,061	0	17,466,505	19,311,779	-9.56
Amador, Panama	656,017	247,257	113,243	0	0	0	33,731	1,050,248	889,332	18.09
Ankara, Turkey	4,997,039	0	197,806	368,568	1,932,678	124,518	20,989	7,641,598	6,510,874	17.37
Aviano, Italy	9,959,018	0	150,232	1,692,401	854,791	332,846	131,499	13,120,787	13,205,001	-0.64
Baguio, Philippines	1,029,161	82,557	20,401	0	0	0	0	1,132,119	1,081,043	4.72
Bellows, HI	957,929	119,786	16,533	0	0	301	0	1,094,549	1,025,666	6.72
Big Island, HI	3,207,321	18,466	11,217	136,034	1,203	89,291	0	3,465,532	2,571,136	34.79
Camp Butler, Okinawa	35,393,104	2,773,621	1,269	49,597	0	0	412,676	38,630,267	41,391,569	-6.67
Cak Makli, Turkey	104,462	0	0	0	1	1	0	104,464	1,550,529	-93.26
Camp Zama, Japan	14,023,714	596,552	445,100	2,781,410	1,175,118	377,933	79,862	19,479,689	15,858,849	22.83
Clark, Philippines	36,232,181	4,115,966	558,232	7,363,905	7,812,585	1,234,795	259,181	57,576,845	56,247,617	2.36
Clayton, Panama	4,449,218	0	251,785	3,767,875	5,712,450	484,748	252,350	14,918,426	14,974,864	-0.38
Clear AFS, AK	590,456	0	15,373	0	0	0	0	605,829	536,228	12.96
Concoli, Panama	427,268	0	0	0	0	0	0	427,268	384,595	11.10
Corozal AFS, Panama	24,439,160	0	0	938,793	524,641	0	0	25,902,594	27,208,554	-4.80
Camp Akins, Korea	405,926	0	0	0	0	0	0	405,926	368,516	10.15
Camp Ames, Korea	390,073	0	48,116	206,992	11,932	0	0	657,113	517,749	26.92
Camp Carroll, Korea	2,172,135	0	376,229	1,057,333	287,401	23,907	22,371	3,941,376	4,309,228	-8.54
Camp Casey, Korea	17,276,587	428,887	1,364,612	6,039,700	12,612,897	42,208	82,669	37,847,340	33,417,719	13.26
Camp Castle, Korea	347,742	0	0	0	0	0	0	347,742	288,635	20.48
Camp Coiner, Korea	750,501	0	0	1,538,141	0	0	43,617	2,332,259	2,060,809	13.17
Camp Colber, Korea	387,343	0	86,803	0	3,776	0	0	477,922	387,299	23.40
Camp Courtney, Okinawa	3,746,812	620,446	209	956,249	0	0	25,208	5,348,924	1,235,114	333.07
Camp Edwards, Korea	1,441,179	0	0	0	0	0	0	1,441,179	1,345,028	7.15
Camp Essayo, Korea	1,801,306	0	0	184,448	0	0	1,253	1,787,007	1,666,022	7.13
Camp Foster, Okinawa	1,088,550	0	0	6,165,992	0	0	124,449	7,378,991	22,863,316	-67.73
Camp Garryo, Korea	755,232	0	0	0	0	0	0	755,232	735,196	2.73
Camp Greave, Korea	2,869,414	0	0	236,024	0	0	13,254	3,118,692	3,326,847	-6.26
Camp Hansen, Korea	7,485,415	0	0	2,004,269	0	0	342,381	9,832,065	10,320,335	-4.73
Camp Henry, Korea	1,560,141	0	0	664,039	5,046,406	1,484,520	43,193	8,798,299	8,192,741	7.39
Camp Hovey, Korea	2,150,569	0	429,426	1,298,607	104,542	0	24,582	4,007,726	3,302,622	21.35
Camp Howze, Korea	4,313,954	0	443,145	651,050	81,313	7,503	26,575	5,523,540	3,969,206	39.16
Camp Humphreys, Korea	10,057,583	0	1,200,619	2,400,035	623,948	61,327	109,929	14,453,441	11,858,064	21.89
Camp Kineer, Okinawa	4,783,683	0	23	3,136,786	0	0	148,282	8,068,773	14,602,618	-44.74
Camp Kyte, Korea	357,126	0	0	0	0	0	0	357,126	433,489	-17.62
Camp Laguar, Korea	488,489	0	0	0	0	0	0	488,489	419,269	16.51
Camp Lester, Okinawa	10,053,714	0	0	908,061	0	0	0	10,961,775	1,314,307	734.03
Camp Long, Korea	1,998,946	0	65,367	624,438	194,198	4,429	16,919	2,894,297	2,478,568	16.77
Camp Market, Korea	573,198	0	179,308	0	77,783	0	0	830,289	604,352	37.39
Camp Mercer, Korea	534,914	0	407,021	0	452,182	0	0	1,394,117	999,483	39.49
Camp Page, Korea	1,079,158	0	110,086	0	271,952	2,226	16,892	1,480,894	1,160,964	27.56
Camp Pelham, Korea	871,203	0	0	0	400,453	0	0	1,271,656	1,138,015	11.74
Camp Red Cloud, Korea	8,462,814	0	656,591	2,265,818	3,036,466	37,335	76,812	14,537,836	9,770,792	48.79
Camp Schwab, Okinawa	4,319,423	0	0	2,264,219	0	0	223,215	6,806,857	2,926,227	132.62
Camp Stanley, Korea	6,276,734	0	322,597	1,023,415	88,978	5,318	30,424	7,727,466	6,400,121	20.74
Ft. Richardson, AK	12,876,084	1,977,959	637,890	1,366,356	810,015	105,636	68,254	17,842,196	15,411,848	15.77
Camp Walker, Korea	8,656,184	612,147	774,786	2,054,262	163,467	0	0	12,260,866	11,609,921	5.61
Curundu, Panama	1,177,990	2,427,483	0	0	0	0	0	3,605,473	4,390,504	-17.88
Ft. Davis, Panama	3,858,317	440,347	125,234	841,279	431,003	751	117,115	5,814,046	5,140,203	13.11

Base/Post	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Diyarbak, Turkey	641,652	0	11,175	5,123	90,192	1,915	0	750,057	650,209	15.36
Eielson AFB, AK	10,804,108	1,878,363	141,310	1,663,354	2,087,290	13,865	106,837	16,695,127	14,021,099	19.07
Elmendorf AFB, AK	32,512,214	3,120,228	416,558	2,213,960	8,553,369	1,943,976	86,844	48,847,149	45,563,719	7.21
First Brigade, Korea	442,163	0	0	0	0	0	0	442,163	508,951	-13.12
Futenma, Okinawa	0	0	0	1,797,673	0	5,523	82,108	1,885,304	3,143,635	-40.03
Galena AP, AK	696,964	0	33,241	0	0	0	0	730,205	667,062	9.47
Ft. Greely, AK	2,114,540	174,213	50,482	329,325	27,746	103,419	65,496	2,865,221	2,981,735	-3.91
Guam	27,087,758	2,043,655	292,616	3,139,509	3,192,784	788,255	136,752	36,681,328	37,339,957	-1.76
Ft. Gulick, Panama	1,446,958	0	1,242	115,657	0	488,908	0	2,052,765	2,404,823	-14.64
Hickam, HI	66,456,686	7,386,067	851,479	6,286,292	8,827,852	1,464,397	153,163	91,427,936	141,313,762	-35.30
Honduras	5,871,570	0	120	263,597	33,040	48,027	0	6,216,354	5,486,054	13.31
Howard AFB, Panama	9,180,905	989,910	322,345	1,380,097	1,765,605	11,202	416,689	14,066,753	12,444,411	13.04
Izmir, Turkey	7,142,059	0	141,737	292,041	1,824,850	125,171	26,533	9,552,391	6,355,989	50.29
Johnston Island, HI	1,949,328	0	0	0	156,998	0	0	2,106,326	1,844,271	14.21
K2, Korea	1,807,580	0	113,900	0	0	0	15,500	1,936,980	1,544,783	25.39
Kadena, Okinawa	57,775,634	4,629,646	555,475	13,566,898	0	0	446,318	76,973,971	104,345,763	-26.23
King Salmon AP, AK	750,659	0	26,862	0	140	0	0	777,661	623,205	24.78
Korea Center, Korea	789,560	0	0	0	0	0	0	789,560	777,140	1.60
Korean Th, Korea	563,037	0	0	242,745	188,658	2,267,040	0	3,261,480	3,086,921	5.65
Kunsan AB, Korea	6,983,914	192,272	533,699	1,241,622	3,044,209	829,334	108,834	12,933,884	11,467,025	12.79
Kwanju, Korea	846,695	0	57,956	254,311	112,601	5,608	6,299	1,283,670	1,247,909	2.87
Maui, HI	-	-	-	-	-	-	-	0	98,108	-100.00
Misawa, Japan	23,787,317	1,266,846	281,580	5,911,073	3,622,976	1,242,549	246,523	36,358,864	35,250,106	3.15
Okinawa South, Okinawa	3,541,502	0	0	174,900	22,114,453	8,996,326	23,120	34,850,301	8,568,640	306.81
Osan, Korea	17,828,328	1,569,246	1,678,506	5,919,898	9,632,024	2,015,237	286,987	38,930,228	37,802,877	2.98
Puerto Rico	44,230,402	1,388,513	2,925,429	1,367,543	2,252,157	220,733	0	52,384,777	44,651,002	17.32
Pusan, Korea	4,585,043	18,661	271,008	1,220,676	810,844	29,224	13,724	6,929,180	8,642,251	-19.82
Quarry, Panama	414,059	0	0	0	0	0	29,936	443,995	378,530	17.29
Ft. Richardson, AK	1,107,803	0	21,652	0	17,066	65,881	0	1,212,402	1,144,672	5.92
RC4, Korea	1,391,513	0	0	0	0	0	0	1,391,513	1,246,468	11.64
Samoa	1,675,238	0	14,369	0	0	0	0	1,689,607	1,296,189	30.35
Schofield Barracks, HI	48,709,150	8,900,382	780,656	6,574,489	14,087,080	4,169,015	152,035	83,372,807	74,025,019	12.63
Ft. Shafter, HI	10,374,996	2,317,013	215,619	480,072	90,778	43,726	10,683	13,532,889	20,676,261	-34.55
Shemya AFB, AK	1,805,926	0	70,449	414,366	3,150,929	56,323	0	5,498,013	4,616,194	19.10
Ft. Sherman, Panama	861,733	0	5,687	0	0	173,797	38,587	1,079,804	602,265	79.29
Sinop, Turkey	1,373,862	0	31,110	39,147	180,425	76,006	0	1,700,553	1,759,334	-3.34
Suwon, Korea	2,180,066	0	104,921	158,868	26,635	0	0	2,470,490	3,279,093	-24.66
Thailand	2,124,807	0	0	143,847	480,430	456	0	2,749,540	2,747,336	0.08
Thule AFB, Greenland	3,422,980	0	283,571	0	1,059,844	0	29,884	4,796,279	5,030,365	-4.65
Torii Station, Okinawa	615,791	0	23,281	778,932	0	0	10,890	1,428,894	636,257	124.58
Tripler, HI	600,912	0	0	735,742	171,715	0	0	1,508,369	1,340,456	12.53
Ft. Wainwright, AK	18,483,934	1,575,844	271,033	852,340	1,512,374	1,592,261	59,353	24,347,139	17,779,520	36.94
Wallace, Philippines	334,005	21,800	6,516	54,871	10,030	0	0	427,222	632,673	-32.47
Wheeler, HI	1,373,904	0	66,947	704,901	83,721	2,583	3,325	2,235,381	2,402,036	-6.94
Yokota, Japan	32,015,134	1,735,602	511,203	7,420,291	4,259,226	1,503,053	276,076	47,720,585	46,742,948	2.09
Yongsan, Korea	46,038,818	2,6u2,083	4,242,365	13,037,677	22,611,679	2,169,633	213,841	91,006,096	82,771,856	9.95
AAFES-Pacific Totals	**$799,030,461**	**$56,863,370**	**$24,993,780**	**$136,002,890**	**$184,404,190**	**$36,104,330**	**$5,904,898**	**$1,212,311,823**	**$1,207,013,096**	**0.44%**

NOTE: AAFES Sales for FY89 are preliminary and unaudited
Alaska and Hawaii Sales are included
Gasoline and liquor sales are not included in retail sales column

AAFES Totals

	Retail	Gasoline	Liquor	Food	Services	Vending	Theatres	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
CONUS	2,563,725,872	276,858,521	83,598,832	239,015,722	447,917,040	251,260,677	11,204,124	3,873,580,789	3,698,222,791	4.7
Overseas	2,028,248,942	148,228,143	48,900,481	311,147,984	246,973,759	76,016,795	16,011,924	2,907,388,207	3,054,284,322	-4.8
Worldwide	$4,591,974,814	$425,086,664	$132,499,313	$550,163,706	$696,890,799	$327,277,472	$27,216,048	$6,780,968,996	$6,752,507,113	0.4%

Coast Guard NAFA Sales
(FY89 Sales)

Coast Guard Cutters

Store	FY89 $Sales Retail	Package Stores	Services* & Other	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Coast Guard Cutters	$271,441	$0	$62,070	$333,511	$300,998	10.80%

CONUS

AL: Mobile (Base), AL	1,388,216	459,568	375,305	2,223,089	1,867,492	19.04
Mobile, AL	1,256,526	417,810	5,279,346	6,953,682	6,783,140	2.51
CA: Alameda, CA	1,094,685	46,597	294,215	1,435,497	1,128,190	27.24
Humboldt Bay, CA	149,652	149,652	0	299,304	85,285	250.95
Petaluma, CA	803,344	47,661	437,117	1,288,122	1,160,844	10.96
San Diego, CA	62,135	5,942	0	68,077	47,489	43.35
San Pedro, CA	254,614	0	33,514	288,128	193,860	48.63
CT: Coast Guard Academy	4,412,933	435,128	1,110,568	5,958,629	5,708,695	4.38
Long Island Sound	770,324	0	0	770,324	519,283	48.34
FL: Clearwater, FL	1,194,813	407,591	29,198	1,631,602	1,541,555	5.84
Mayport, FL	1,019,484	135,450	11,194	1,166,128	988,965	17.91
Miami, FL	4,634,372	1,652,441	1,607,620	7,894,433	7,322,159	7.82
St. Petersburg, FL	3,054,848	1,952,742	1,787,090	6,794,680	6,699,765	1.42
LA: New Orleans, LA	419,267	11,281	59,739	490,287	443,661	10.51
MA: Boston, MA	1,383,085	206,645	226,940	1,816,670	1,649,844	10.11
Cape Cod, MA	5,398,751	609,665	5,843,176	11,851,592	10,806,823	9.67
MD: Coast Guard Yard, MD	261,617	26,921	131,075	419,613	491,961	-14.71
ME: South Portland, ME	2,551,587	493,999	97,686	3,143,272	2,815,106	11.66
MI: Grand Haven, MI	533,230	119,643	0	652,873	515,705	26.60
Sault Ste. Marie, MI	200,233	23,141	0	223,374	159,383	40.15
Traverse City, MI	126,827	116,854	463,310	706,991	732,624	-3.50
MO: St. Louis, MO	373,675	75,084	45,652	494,411	525,170	-5.86
NC: Elizabeth City, NC	2,162,312	289,083	318,684	2,770,079	2,207,827	25.47
NJ: Cape May, NJ	3,068,023	119,950	575,507	3,763,480	3,711,424	1.40
NY: Brooklyn, NY	4,226,974	1,120,158	77,955	5,425,087	3,849,721	40.92
New York, NY	3,637,813	2,078,201	1,370,928	7,086,942	6,267,383	13.08
OH: North Coast Exch, OH	2,686,882	2,235,921	2,568,601	7,491,404	4,832,305	55.03
OR: Astoria, OR	1,981,621	0	226,744	2,208,365	1,524,187	44.89
North Bend, OR	672,641	69,497	237,586	979,724	787,811	24.36
PA: Philadelphia, PA	413,021	0	0	413,021	321,420	28.50
SC: Base Fort Macon, SC	71,446	0	20,498	91,944	80,780	13.82
Charleston, SC	747,122	542,925	54,783	1,344,830	1,187,569	13.24
TX: Galveston, TX	489,452	27,503	52,368	569,323	490,312	16.11
Houston, TX	53,792	0	0	53,792	67,085	-19.82
VA: Portsmouth, VA	921,650	160,163	255,469	1,337,282	1,180,178	13.31
Yorktown, VA	1,342,610	307,620	814,524	2,464,754	2,200,782	11.99
WA: Port Angeles, WA	693,514	292,460	111,928	1,097,902	897,860	22.28
Seattle, WA	1,495,742	617,685	54,044	2,167,471	1,938,807	11.79
WI: Milwaukee, WI	176,214	0	5,807	182,021	170,523	6.74
CONUS Totals	**$56,185,047**	**$15,254,981**	**$24,578,170**	**$96,018,198**	**$84,203,971**	**14.03%**

***NOTE:** U.S. Coast Guard Retail activities include grocery and exchange sales.
Services & Other activities include gas stations, clubs and miscellaneous sales.

Coast Guard NAFA Sales
(FY89 Sales)

Overseas

Alaska	FY89 $Sales Retail	Package Stores	Services* & Other	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
Juneau	0	0	0	0	580,751	-100.00
Ketchikan, AK	608,512	55,551	38,799	702,862	654,326	7.42
Kodiak, AK	5,989,428	152,583	1,455,825	7,597,836	6,013,556	26.35
Sitka, AK	364,554	26,797	28,870	419,221	373,373	12.28
Alaska Totals	**$8,962,494**	**$234,931**	**$1,522,494**	**$8,719,919**	**$7,622,006**	**14.40%**
Hawaii						
Barbers Point, HI	0	0	178,638	178,638	102,010	75.12
Honolulu, HI	3,649,845	1,930,204	1,794,152	7,374,201	6,144,475	20.01
Hawaii Totals	**$3,649,845**	**$1,930,790**	**$7,552,839**	**$7,552,839**	**$6,246,485**	**20.91%**
Italy						
Lampedusa	14,828	0	11,846	26,674	11,497	132.01
Sellia Marina	38,973	0	0	38,973	44,465	-12.35
Italy Totals	**$53,801**	**$0**	**$11,846**	**$65,647**	**$55,962**	**17.31%**
Puerto Rico						
Borinquen	1,981,852	1,515,720	2,395,345	5,892,917	6,064,920	-2.84
San Juan	1,832,558	1,082,708	180,977	3,096,243	3,220,333	-3.85
Puerto Rico Totals	**$3,314,410**	**$2,598,428**	**$2,576,322**	**$8,989,160**	**$9,285,253**	**-3.19%**
Spain						
Estaritt	31,272	0	0	31,272	39,571	-20.97
Turkey						
Kargabarun	10,283	0	0	10,283	10,778	-4.59
Overseas Totals	**$14,522,105**	**$4,763,563**	**$6,083,452**	**$25,369,120**	**$23,260,055**	**9.07%**

*NOTE: U.S. Coast Guard Retail activities include grocery and exchange sales.
Services & Other activities include gas stations, clubs and miscellaneous sales.

Coast Guard Totals

	FY89 $Sales Retail	Package Stores	Services & Other	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
CONUS	**56,185,047**	**15,254,981**	**24,578,170**	**96,018,198**	**84,203,971**	**14.03**
Overseas	**14,522,105**	**4,763,563**	**6,083,452**	**25,369,120**	**23,260,055**	**9.07**
Coast Guard Cutters	**271,441**	**0**	**62,070**	**333,511**	**300,998**	**10.80**
Worldwide	**$70,978,593**	**$20,018,544**	**$30,723,692**	**$121,720,829**	**$107,765,024**	**12.95%**

Marine Corps Exchange Sales
(FY89)

CONUS

Store	Retail Direct	Retail Indirect	Total Retail Sales	Services Direct	Services Indirect	Total Services Sales	Total Retail & Services	Total $ Sales FY88	Total Sales % Change 89 vs. 88
Albany, GA	4,734,638	0	4,734,638	468,481	249,488	717,969	5,452,607	4,773,722	12.5
Barstow, CA	1,809,373	0	1,809,373	303,847	12,857	316,704	2,126,077	2,215,817	-4.2
Beaufort, SC	5,086,513	0	5,086,513	170,483	632,094	802,577	5,889,090	5,622,517	4.5
Camp Elmore, VA	4,604,235	0	4,604,235	439,777	238,281	678,058	5,282,293	5,902,091	-11.7
Camp Lejeune, CA	51,561,111	196,900	51,758,011	10,174,738	3,420,017	13,594,755	65,352,766	71,294,869	-9.1
Camp Pendleton, CA	64,762,691	122,920	64,895,611	6,980,145	3,205,785	10,185,930	75,071,541	75,263,883	-0.3
Cherry Point, NC	17,997,846	144,083	18,141,929	2,919,441	1,594,019	4,513,460	22,655,389	25,465,643	-12.4
El Toro, CA	33,392,906	0	33,392,906	2,967,475	1,168,513	4,135,988	37,528,894	38,559,132	-2.7
Henderson Hall, VA	21,223,275	36,780	21,260,055	167,914	769,818	937,732	22,197,787	21,253,736	4.3
New River, NC	60,888	0	60,888	306,413	482,377	788,790	849,678	n/a	n/a
Parris Island, SC	18,840,723	0	18,840,723	2,512,431	1,303,125	3,815,556	22,656,279	21,597,565	4.7
Quantico, VA	40,420,032	722,687	41,142,719	1,858,672	1,532,390	3,391,062	44,533,781	40,901,280	8.2
San Diego, CA	31,325,654	0	31,325,654	267,547	2,528,000	2,795,547	34,121,201	32,274,862	5.4
Twentynine Palms, CA	19,437,256	0	19,437,256	1,730,144	792,952	2,523,096	21,960,352	22,846,553	-4.0
Yuma, AZ	7,348,768	0	7,348,768	859,971	1,070,146	1,930,117	9,278,885	9,569,297	-3.1
CONUS Totals	**$322,605,909**	**$1,223,370**	**$323,829,279**	**$32,127,479**	**$18,999,862**	**$51,127,341**	**$374,956,620**	**$377,540,967**	**-0.7%**

OVERSEAS

Store	Retail Direct	Retail Indirect	Total Retail Sales	Services Direct	Services Indirect	Total Services Sales	Total Retail & Services	Total $ Sales FY88	Total Sales % Change 89 vs. 88
Camp Butler	3,330,904	76,139	3,407,043	0	69,419	69,419	3,476,462	n/a	n/a
Camp Smith, HI	2,442	0	2,442	4,300	27,922	32,222	34,664	n/a	n/a
Guantanamo Bay, Cuba	3,763,900	0	3,763,900	96,296	296,246	392,542	4,156,442	4,583,023	-9.3
Iwakuni, Japan	11,268,160	1,229,750	12,497,910	863,464	3,098,742	3,962,206	16,460,116	17,081,319	-3.6
Kaneohe Bay, HI	28,614,010	1,150,688	29,764,698	2,932,256	3,058,936	5,991,192	35,755,890	36,431,813	-1.8
Rodman, Panama	4,442,281	785,360	5,227,641	0	589,567	589,567	5,817,208	5,037,626	15.4
Overseas Totals	**$51,421,697**	**$3,241,937**	**$54,663,634**	**$3,896,316**	**$7,140,832**	**$11,037,148**	**$65,700,782**	**$63,133,781**	**3.9%**

Marine Corps Totals

Store	Retail Direct	Retail Indirect	Total Retail Sales	Services Direct	Services Indirect	Total Services Sales	Total Retail & Services	Total $ Sales FY88	Total Sales % Change 89 vs. 88
CONUS	322,605,909	1,223,370	323,829,279	32,127,479	18,999,862	51,127,341	374,956,620	377,540,966	-0.6
Overseas	51,421,697	3,241,937	54,663,634	3,896,316	7,140,832	11,037,148	65,700,782	63,133,781	3.9
Worldwide Totals	**$374,027,606**	**$4,465,307**	**$378,492,913**	**$36,023,795**	**$26,140,694**	**$62,164,489**	**$440,657,402**	**$440,674,747**	**0%**

Navy Exchange Sales
(FY89)

Summary of Sales by Retail Department

Department/Dept. Code	CONUS $ Sales	Overseas $ Sales	1989 Worldwide $ Sales	1988 Worldwide $ Sales	% Change 89 vs 88
Candy & Confections/A-1	12,261,863	5,696,797	17,958,660	18,956,874	-5.3
Tobacco & Smoking Accessories/A-2	99,393,711	15,175,063	114,568,774	104,478,554	9.7
Convenience Foods/A-4	37,809,292	22,363,443	60,172,735	58,752,847	2.4
Beverages (Beer & Soda)/A-6	65,549,974	32,986,934	98,536,908	92,884,859	6.1
Film & Accessories/A-7	6,367,701	2,759,339	9,127,040	10,281,245	-11.2
Records & Tapes/A-8	16,185,237	16,151,864	32,337,101	32,215,762	0.4
Distilled Spirits & Wine/A-9	62,869,708	12,564,467	75,434,175	72,520,833	4.0
Cameras & Photo Equipment/B-1	8,286,601	5,668,363	13,954,964	16,641,154	-16.1
Housewares/B-2	11,628,482	5,700,184	17,328,666	17,287,310	0.2
Sporting Goods/B-3	12,818,574	7,462,817	20,281,391	20,893,107	-2.9
Electrical Appliances/B-4	21,856,533	17,087,450	38,943,983	39,008,422	-0.2
Consumer Electronics/B-5	61,287,043	54,040,376	115,327,419	135,776,583	-15.1
Home Office/B-7	17,521,464	7,803,510	25,324,974	*	*
Home Furnishings & Giftware/B-8	17,102,429	15,541,702	32,644,131	32,823,286	-0.5
Furniture/B-9	7,970,649	22,616,206	30,586,855	30,610,264	-0.1
Luggage & Leather Goods/C-1	10,322,907	2,669,034	12,991,941	12,854,483	1.1
Stationery/C-2	10,554,994	2,972,987	13,527,981	21,088,395	-35.9
Party Goods & Greeting Cards/C-3	10,854,858	4,544,455	15,399,313	15,489,013	-0.6
Hardware & Pet Supplies/C-4	15,639,514	4,332,408	19,971,922	20,492,109	-2.5
Toy & Wheel Goods/C-5	15,123,979	10,345,500	25,469,479	26,009,376	-2.1
Books & Periodicals/C-7	14,217,877	5,060,574	19,278,451	18,787,776	2.6
Auto Accessories/C-8	21,640,650	8,251,585	29,892,235	29,116,802	2.7
Garden Supplies & Outdoor Living/C-9	23,552,060	5,640,209	29,192,269	29,726,430	-1.8
Toiletries & Drug/D-1	37,962,787	12,829,327	50,792,114	51,702,093	-1.8
Jewelry/D-2	23,662,477	14,014,746	37,677,223	38,021,095	-0.9
Household Supplies/D-3	12,402,506	5,805,789	18,208,295	18,694,253	-2.6
Watches & Accessories/D-4	13,204,991	5,745,241	18,950,232	21,401,665	-11.5
Fragrances & Cosmetics/D-5	22,323,096	7,026,968	29,350,064	28,228,917	4.0
Men's Wear & Accessories/E-2	65,206,012	18,927,874	84,133,886	84,533,347	-0.5
Intimate Apparel/E-3	19,392,562	5,919,664	25,312,226	24,978,845	1.3
Domestics/E-4	15,123,513	6,725,624	21,849,137	22,833,779	-4.3
Infants & Toddler's Wear/E-5	12,740,580	5,583,114	18,323,694	17,449,771	5.0
Family Shoes/E-7	25,273,315	8,780,213	34,053,528	33,138,496	2.8
Women's Ready to Wear/E-8	33,991,188	11,417,511	45,408,699	44,565,071	1.9
Fabrics & Sewing Accessories/F-2	0	1,523,972	1,523,972	1,756,430	-13.2
Girls Wear/G-1	8,360,538	2,765,852	11,126,390	10,925,768	1.8
Boys Wear/G-2	8,380,918	2,867,985	11,248,903	11,211,303	0.3
Department Sales Adjustments					
All B Departments/B-6	0	1,835,735	1,835,735	2,008,972	-8.6
All C Departments/C-6	1,165,798	160,204	1,326,002	1,164,402	13.9
All D Departments/D-6	0	74,957	74,957	67,636	10.8
All E Departments/E-6	0	940,293	940,293	905,760	3.8
Misc. Retail Departments/E-9	1,017,392	1,493,071	2,510,463	2,624,014	-4.3
Retail Subtotals	**$881,023,773**	**$401,873,407**	**$1,282,897,180**	**$1,272,907,101**	**0.8%**
Uniforms & Accessories/E-1	$51,297,649	$7,426,617	$58,724,266	$56,879,838	3.2
Retail Department Totals	**$932,321,422**	**$409,300,024**	**$1,341,621,446**	**$1,329,786,939**	**0.9%**

*new category

NOTE: Navy Exchange sales for FY89 are preliminary and unaudited.

Navy Exchange Sales
(FY89)

Summary of Sales by Service Department

Department	CONUS	Overseas	89 Worldwide	88 Worldwide	% Change 89 vs 88
Barber Shop/J-1	11,411,154	2,400,817	13,811,971	13,219,302	4.5
Beauty Shop/J-2	2,379,884	1,490,945	3,870,829	3,824,146	1.2
Gasoline/Fuel/J-3	81,283,068	23,037,677	104,320,745	96,249,667	8.4
Auto Services & Labor/J-5	6,281,373	2,387,924	8,669,297	8,161,623	6.2
Optical/K-2	7,815,550	1,237,296	9,052,846	8,921,285	1.5
Flower Shop/K-3	7,111,458	2,368,225	9,479,683	9,173,930	3.3
Food Service/k-4	55,018,363	25,323,579	80,341,942	84,271,658	-4.7
Laundry Dry Cleaning/M-1	16,328,293	4,625,140	20,953,433	20,704,693	1.2
Personalized Services/M-2	28,312,599	19,033,181	47,345,780	43,273,211	9.4
Vending Machines/M-3	70,449,897	16,985,869	87,435,766	83,593,082	4.6
Amusement Machines/M-7	12,202,627	2,419,092	14,621,719	15,006,713	-2.6
Total Services	**$296,594,266**	**$101,309,745**	**$399,904,011**	**$386,399,310**	**3.5%**
Navy Lodges	$12,853,560	$2,751,059	$15,604,619	$13,476,382	15.8
Navy Uniforms/L-1	$21,309,300	$4,086,602	$25,395,902	$24,229,774	4.8
Concession Sales	$103,152,466	$39,669,774	$142,822,240	$135,522,992	5.4%

Navy Exchange Sales
(FY89)

Auburn FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Bangor, WA	11,334,600	4,490,843	341,909	16,167,352	15,520,365	4.2
Bremerton, WA	11,036,512	2,797,400	44,639	13,878,551	13,010,932	6.7
Seattle, WA	18,500,073	2,069,914	2,131	20,572,118	20,814,514	-1.2
Whidbey Island, WA	18,706,907	6,439,904	1,749,215	26,896,026	25,412,370	5.8
Auburn FSO Totals	**$59,578,092**	**$15,796,061**	**$2,137,894**	**$77,514,047**	**$74,758,181**	**3.7%**

Corpus Christi Region

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Beeville, TX	1,422,805	519,234	38,609	1,980,648	2,224,654	-11.0
Corpus Christi, TX	7,349,299	1,971,725	1,214,493	10,535,517	10,503,899	0.3
Kingsville, TX	1,343,569	546,996	57,824	1,948,389	2,143,338	-9.1
Region Totals	**$10,115,673**	**$3,037,955**	**$1,310,926**	**$14,464,554**	**$14,871,891**	**-2.7%**

Davisville FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Brooklyn, NY	977,146	26,614	371	1,004,131	1,195,993	-16.0
Brunswick, ME	8,547,742	2,111,828	189,087	10,848,657	11,055,902	-1.9
Cutler, ME	368,224	80,258	0	448,482	448,253	0.1
Davisville, RI	1,355,177	9,481	0	1,364,658	1,380,563	-1.2
Mitchel Field, NY	9,381,790	470,042	10,933	9,862,765	11,123,090	-11.3
New London, CT	27,160,554	7,142,278	2,255,525	36,558,357	36,501,169	0.2
Newport, RI	18,135,903	3,427,798	1,317,075	22,880,776	23,392,616	-2.2
Portsmouth, NH	430,317	119,874	0	550,191	656,724	-16.2
Scotia, NY	1,571,977	48,917	27,314	1,648,208	1,624,354	1.5
South Weymouth, MA	3,834,838	658,618	8,048	4,501,504	4,644,472	-3.1
Staten Island, NY	1,122,971	159,929	11,612	1,294,512	1,417,299	-8.7
Winter Harbor, ME	380,868	194,851	0	575,719	588,324	-2.1
Davisville FSO Totals	**$73,267,507**	**$14,450,488**	**$3,819,965**	**$91,537,960**	**$94,028,759**	**-2.6%**

Great Lakes Region

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Crane, IN	361,076	150,747	5,770	517,593	421,983	22.7
Glenview, IL	1,341,236	653,152	40,628	2,035,016	2,237,444	-9.0
Great Lakes (NTC), IL	30,843,360	20,507,866	5,438,154	56,789,380	59,976,911	-5.3
Great Lakes (NH), IL	672,052	1,275,987	0	1,948,039	2,127,994	-8.5
Region Totals	**$33,217,724**	**$22,587,752**	**$5,484,552**	**$61,290,028**	**$64,764,332**	**-5.4%**

Jacksonville FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Athens, GA	2,213,905	360,045	13,612	2,587,562	2,394,390	8.1
Atlanta, GA	2,400,530	596,318	43,616	3,040,464	3,104,921	-2.1
Beaufort, SC	612,445	439,182	10,686	1,062,313	993,013	7.0
Cecil Field, FL	7,895,365	3,486,841	1,964,399	13,346,605	13,513,724	-1.2
Charleston (NRMC), SC	270,684	326,704	25,961	625,349	552,001	13.3
Charleston (NAVSTA), SC	17,351,611	5,472,834	3,000,933	25,825,378	25,033,300	3.2
Charleston (NWS), SC	7,338,213	1,886,838	1,334,815	10,559,866	9,268,527	13.9
Jacksonville, FL	32,552,895	7,873,864	2,756,788	43,183,547	40,657,704	6.2
Key West, FL	6,285,317	1,847,893	1,011,535	9,144,745	9,017,647	1.4
Kings Bay, GA	4,709,655	2,667,382	752,517	8,129,554	6,368,585	27.7
Mayport, FL	12,459,080	4,974,176	2,899,223	20,332,479	18,991,669	7.1
Orlando, FL	54,331,197	16,174,533	3,508,622	74,014,352	71,526,709	3.5
Jacksonville FSO Totals	**$148,420,897**	**$46,108,810**	**$17,322,707**	**$211,852,214**	**$201,422,190**	**5.2%**

Mechanicsburg FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Annapolis, MD	6,009,412	1,233,133	765,849	8,008,394	7,930,474	1.0
Arlington, VA	1,800,639	48,012	133,682	1,982,333	1,809,190	9.6
Bethesda, MD	12,009,229	4,258,844	2,308,883	18,576,956	18,459,845	0.6
Cheltenham (NCU), MD	790,960	57,950	0	848,910	890,632	-4.7
Colts Neck, NJ	834,582	301,268	0	1,135,850	1,279,348	-11.2
Dahlgren, VA	667,263	806,663	1,677	1,475,603	1,459,698	1.1
Indian Head, MD	425,905	186,676	2,374	614,955	499,531	23.1
Lakehurst, NJ	2,887,087	761,106	1,295	3,649,488	4,383,208	-16.7
Mechanicsburg, PA	1,031,059	88,415	8,730	1,128,204	1,231,297	-8.4
Patuxent River, MD	7,855,689	2,616,695	1,423,751	11,896,135	11,984,588	-0.7
Philadelphia (ASO), PA	540,696	6,345	16,717	563,758	581,560	-3.1
Philadelphia (NH), PA	234,057	129,427	0	363,484	360,838	0.7
Philadelphia (NAVSTA), PA	14,201,922	3,698,986	2,294,369	20,195,277	21,193,410	-4.7
Warminster, PA	485,420	45,392	25,991	556,803	517,166	7.7
Washington (NYD), DC	1,024,421	2,521,047	125,124	3,670,592	3,693,243	-0.6
Willow Grove, PA	5,079,565	610,749	82,789	5,773,103	5,849,950	-1.3
Mechanicsburg FSO Totals	**$55,877,906**	**$17,370,708**	**$7,191,231**	**$80,439,845**	**$82,123,978**	**-2.1%**

Norfolk FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Chesapeake, VA	547,865	235,492	0	783,357	786,966	-0.5
Little Creek, VA	37,739,901	6,847,671	482,515	45,070,087	47,091,394	-4.3
Norfolk (NUMOC), VA	4,471,378	0	0	4,471,378	3,776,892	18.4
Norfolk (AFH), VA	1,304,375	955,674	0	2,260,049	2,358,074	-4.2
Norfolk (NB), VA	45,536,941	18,217,786	9,924,451	73,679,178	68,972,328	6.8
Oceana, VA	17,752,861	5,327,011	2,385,593	25,465,465	25,271,633	0.8
Portsmouth (NH), VA	1,635,830	1,287,788	1,257,857	4,181,475	3,846,020	8.7
Portsmouth (NNS), VA	8,325,486	2,596,175	61,669	10,983,330	10,756,958	2.1
Sugar Grove, WV	256,502	64,122	0	320,624	222,451	44.1
Virginia Beach, VA	3,607,862	2,857,093	1,454,816	7,919,771	8,117,002	-2.4
Yorktown, VA	1,503,534	912,028	0	2,415,562	2,746,874	-12.1
Norfolk FSO Totals	**$122,682,535**	**$39,300,840**	**$15,586,901**	**$177,550,278**	**$173,946,592**	**2.1%**

Oakland FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Alameda, CA	23,569,970	6,880,144	3,383,177	33,833,291	31,006,326	9.1
Concord, CA	543,707	515,563	0	1,059,270	1,021,403	3.7
Fallon, NV	2,674,527	1,965,589	34,026	4,674,142	4,407,107	6.1
Ferndale, CA	162,492	81,957	0	244,449	221,867	10.2
Lemoore, CA	10,355,103	4,448,203	1,530,269	16,333,575	15,598,556	4.7
Mare Island, CA	10,305,021	5,321,038	1,744,327	17,370,386	16,160,908	7.5
Moffett Field, CA	24,571,503	5,629,471	2,124,193	32,325,167	30,932,185	4.5
Monterey, CA	10,538,766	3,185,258	22,914	13,746,938	13,073,444	5.2
Novato, CA	6,817,742	2,157,554	114,797	9,090,093	8,659,474	5.0
Oakland (NH), CA	1,541,553	1,274,119	11,685	2,827,357	2,956,971	-4.4
Oakland (NSC), CA	407,063	343,783	0	750,846	1,125,011	-33.3
Skaggs Island, CA	120,811	138,292	3,100	262,203	274,250	-4.4
Stockton, CA	1,362,609	407,683	0	1,770,292	1,840,354	-3.8
Treasure Island, CA	4,915,717	2,071,609	685,458	7,672,784	7,289,715	5.3
Oakland FSO Totals	**$97,886,584**	**$34,420,263**	**$9,653,946**	**$141,960,793**	**$134,567,571**	**5.5%**

Pensacola Region

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Dallas, TX	8,874,644	1,196,720	864,861	10,936,225	11,182,344	-2.2
Gulfport, MS	5,161,537	2,253,493	899,190	8,314,220	8,411,858	-1.2
Memphis, TN	26,256,023	9,478,527	4,546,695	40,281,245	40,093,289	0.5
Meridian, MS	4,816,698	2,064,496	907,987	7,789,181	8,664,296	-10.1
New Orleans, LA	9,296,289	2,795,844	41,624	12,133,757	11,603,903	4.6
Panama City, FL	1,436,307	164,023	67,367	1,667,697	1,648,133	1.2
Pasacagoula, MS	596,153	117,305	0	713,458	880,832	-19.0
Pensacola (NAS), FL	32,315,936	7,854,920	1,965,955	42,136,811	40,970,225	2.8
Pensacola (NTTC), FL	1,615,051	1,347,182	43,895	3,006,128	2,525,066	19.1
Whiting Field, FL	3,327,854	1,665,563	1,897	4,995,314	4,792,444	4.2
Region Totals	**$93,696,492**	**$28,938,073**	**$9,339,471**	**$131,974,036**	**$119,590,066**	**10.4%**

San Diego FSO

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
China Lake, CA	2,576,375	1,657,809	274	4,234,458	4,598,843	-7.9
Coronado, CA	4,076,102	2,487,027	1,531,261	8,094,390	8,044,111	0.6
El Centro, CA	1,191,994	562,911	0	1,754,905	1,584,616	10.7
Imperial Beach, CA	11,081,525	2,968,284	72,712	14,122,521	9,663,249	46.1
Long Beach, CA	31,322,143	6,354,830	3,315,424	40,992,397	39,554,165	3.6
Miramar, CA	47,581,248	11,671,331	4,127,430	63,380,009	60,126,934	5.4
North Island, CA	20,373,418	9,562,733	5,471,873	35,408,024	34,226,209	3.5
Point Mugu, CA	4,763,818	2,533,837	1,539,235	8,836,890	8,200,315	7.8
Port Hueneme, CA	17,635,136	5,092,900	1,700,109	24,428,145	22,398,521	9.1
San Clemente Island, CA	258,349	52,727	0	311,076	365,636	-14.9
San Diego (NMC), CA	2,576,814	1,117,957	2,266,783	5,961,554	5,260,304	13.3
San Diego (NS), CA	70,235,029	15,392,154	5,890,234	91,517,417	84,761,334	8.0
San Diego (NSB), CA	2,260,783	1,290,546	1,178,128	4,729,457	4,793,699	-1.3
San Diego (NTC), CA	20,948,685	15,824,767	4,231,380	41,004,832	40,219,560	2.0
San Diego FSO Totals	**236,881,419**	**$76,569,813**	**$31,324,843**	**$344,776,075**	**$323,797,496**	**6.5%**

Navy Exchange Sales
(FY89)

Alaska

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Akak	$11,593,342	$2,678,508	$1,465,160	$15,737,010	$14,895,922	5.6%

Australia

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Exmouth, West Australia	$1,423,673	$361,017	$0	$1,784,690	$1,687,027	5.8%

Bermuda

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Bermuda (NAS)	$8,988,922	$1,164,677	$1,884,735	$12,038,334	$10,927,209	10.2%

Crete

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Souda Bay	$559,499	$38,130	$12,140	$609,769	$572,327	6.5%

Cuba

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Guantanamo Bay	$12,903,389	$4,355,029	$2,139,180	$19,397,598	$19,540,110	-0.7%

Hawaii

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Barbers Point	18,305,780	7,845,144	2,934,258	29,085,182	29,294,215	-0.7
Honolulu	614,238	427,133	1,459	1,042,830	1,344,256	-22.4
Kauai	1,371,895	286,439	4,353	1,662,687	1,753,853	-5.2
Lualualei	287,633	236,802	0	524,435	594,861	-11.8
Pearl Harbor	76,878,671	14,368,413	7,771,123	99,018,207	106,102,759	-6.7
Hawaii Totals	**$97,458,217**	**$23,163,931**	**$10,711,193**	**$131,333,341**	**$139,089,944**	**-5.6%**

Iceland

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Keflavik	$14,778,921	$4,506,212	$130,299	$19,415,432	$19,394,433	0.1%

Italy

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Gaeta	758,200	266,185	124,785	1,149,170	1,212,391	-5.2
La Maddelena	2,109,395	161,076	114,267	2,384,738	1,889,865	26.2
Naples	24,707,993	5,733,013	4,190,215	34,631,221	34,772,496	-0.4
Sigonella, Sicily	15,279,723	3,669,725	1,230,048	20,179,496	20,775,456	-2.9
Italy Totals	**$42,855,311**	**$9,829,999**	**$5,659,315**	**$58,344,625**	**$58,650,208**	**-0.5%**

Japan

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Atsugi	10,116,910	2,857,716	1,798,028	14,772,654	16,525,856	-10.6
Sanno Hotel	4,539,035	197,589	0	4,736,624	4,845,162	-2.2
Sasebo	6,663,782	2,111,857	30,540	8,806,179	8,584,377	2.6
Yokosuka	40,111,201	10,289,273	7,548,269	57,948,743	62,391,455	-7.1
Japan Totals	**$61,430,928**	**$15,456,435**	**$9,376,837**	**$86,264,200**	**$92,346,850**	**-6.6%**

Marianas Islands

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Guam (NS)	$49,179,803	$11,099,606	$2,934,208	$63,213,617	$59,340,675	6.5%

Newfoundland

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Argentia	$1,472,150	$478,825	$0	$1,950,975	$1,548,905	26.0%

New Zealand

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Christchurch	$568,784	$29,127	$0	$597,911	$575,570	3.9%

Philippines

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Cubi Point	4,375,152	2,767,731	145,536	7,288,419	8,563,966	-14.9
San Miguel	1,661,303	692,782	478	2,354,563	2,725,884	-13.6
Subic Bay	32,107,138	12,216,085	2,052,524	46,375,747	44,823,706	3.5
Philippines Totals	**$38,143,593**	**$15,676,598**	**$2,198,538**	**$56,018,729**	**$56,113,556**	**-0.2%**

Portugal

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Lisbon	$748,980	$0	$0	$748,980	$799,803	-6.4%

Puerto Rico

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Roosevelt Roads	22,967,180	4,942,536	1,923,526	29,833,242	27,433,126	8.7
Sabana Seca	2,725,831	333,465	0	3,059,296	2,906,854	5.2
Puerto Rico Totals	**$25,693,011**	**$5,276,001**	**$1,923,526**	**$32,892,538**	**$30,339,980**	**8.4%**

Spain

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Rota	$27,071,166	$6,649,227	$1,202,791	$34,923,184	$33,807,352	3.3%

United Kingdom

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Brawdy, Wales	1,144,279	186,640	14,384	1,345,303	1,485,371	-9.4
Edzell, Scotland	2,584,438	708,314	220	3,292,972	3,239,215	1.7
Holy Loch, Scotland	4,930,730	593,174	9,810	5,533,714	5,739,851	-3.6
London (NA), England	1,066,029	248,378	277	1,314,684	1,436,512	-8.5
Machrihanish, Scotland	353,862	56,285	594	410,541	387,870	5.8
St. Mawgan, England	418,632	50,132	580	469,344	492,735	-4.7
Thurso, Scotland	597,837	69,597	5,649	673,083	702,463	-4.2
West Ruislip, England	3,334,521	455,672	326	3,790,519	4,062,863	-6.7
United Kingdom Totals	**$14,430,128**	**$2,368,192**	**$31,840**	**$18,830,160**	**$17,546,879**	**-4.1%**

West Indies

	FY89 $Sales				Total $ Sales FY88	Total Sales % Change 89 vs 88
	Retail	Services	Concession	Total		
Antigua	$697,539	$111,360	$0	$808,899	$800,049	1.1%

Navy Totals

	Retail Sales	Services	Total	Total $ Sales FY88	Total Sales % Change 89 vs 88
CONUS	932,321,652	298,594,269	1,230,915,921	1,283,871,056	-4.1
Overseas	409,299,836	103,131,529	512,431,365	557,976,799	-8.2
Worldwide	$1,341,621,488	$401,725,798	$1,743,347,286	$1,841,847,855	-5.3%